IMPACT OF HOUSEKEEPING SERVICES & PRACTICES ON CUSTOMER SATISFACTION AND ORGANIZATIONAL PERFORMANCE: A STUDY OF HOTEL INDUSTRY IN CHANDIGARH TRICITY

A Thesis

Submitted in partial fulfillment of the requirements for the
award of the degree of

DOCTOR OF PHILOSOPHY

in
Hotel Management

By

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DECLARATION

I hereby declare that the thesis entitled **"Impact of Housekeeping Services & Practices on Customer Satisfaction and Organizational Performance: A Study of Hotel Industry in Chandigarh Tricity"** submitted to Lovely professional university, Jalandhar on June 2020, in partial fulfilment of the requirements for the degree of Doctor of Philosophy, is the original and independent work carried out by me under the supervision of **Dr. Vishal Soodan** and **Dr. Dheeraj Nim**. This thesis has not been previously formed the basis for the award of any Degree, Diploma, Fellowship or other similar titles.

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CERTIFICATE

It is certified that **Ms. Ekta Bhatnagar** (Registration Number 41600035), is a student of PhD. in the department of Hotel Management, Lovely Professional University, Punjab, India. She is submitting a thesis on "**Impact of Housekeeping Services & Practices on Customer Satisfaction and Organizational Performance: A Study of Hotel Industry in Chandigarh Tricity**" for the award of the degree of Doctor of Philosophy in Hotel Management**.** The work embodied in the thesis has been carried out entirely by the candidate as a research scholar under our joint guidance. This research work has not been submitted anywhere else for award of any degree or similar title, according to the best of our knowledge.

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ABSTRACT

The cross sectional study examined the relative importance of housekeeping services & practices factors in relation to guest/customer's satisfaction levels with their hotel stays in Chandigarh tricity hotels and subsequent effect on organizational performance of the respective hotels.

Based on review of literature, the most significant attributes examined in context with housekeeping services & practices were selected. The study listed nine factors affected housekeeping services & practices i.e. room amenities, cleanliness, maintenance, decor, laundry, flower arrangement, mini bar, excellent housekeeping practices and standard operating procedures. These attributes were examined and checked for validity & reliability through the application of measurement model.

Structural equation modelling techniques was applied to examine the relationship that exists between housekeeping services & practices factors with customer satisfaction and organization performance. The relative importance of each factor in determining customer satisfaction and role in achieving organization performance was evaluated. In order of importance, "cleanliness", "Decor", "flower arrangement" and "excellent housekeeping practices" were the most influential factors of housekeeping services & practices that lead towards customer satisfaction. Likewise in order of importance, "laundry", "excellent housekeeping practices", "Decor" and "flower arrangement" were the most influential factors to boost organizational performance.

Customer satisfaction had also found to have an incremental role on organization performance. The study examined the mediating effect of customer satisfaction between housekeeping services & practices with organizational performance. Customer satisfaction is found to act as a partial mediator between relationships of cleanliness, decor, excellent housekeeping practices and flower arrangement with organization performance.

The study examined the effect of "Price" as a moderating variable between housekeeping services & practices with customer satisfaction and housekeeping

services & practices with organization performance. Price was found to be a significant moderator between housekeeping services & practices with customer satisfaction and between housekeeping practices with organization performance.

Finally, based on the findings, limitations and implications for theory and practices were devised.

Keywords: Housekeeping Services & Practices, Customer satisfaction, Organizational performance, Hotel Industry.

ACKNOWLEDGEMENT

PREFACE

The primary purpose of this study is to identify the factors influencing housekeeping services & practices in the hotels and evaluate their relationship with customer satisfaction and organization performance. For this a framework was proposed to examine the relationships. Chapter 1 describes the background of the study, the scenario of hotel industry in India and Chandigarh tricity. Chapter 2 presents the review of literature, provides the background of the topic and identifies the need for the study. In particular, the literature on the constructs of housekeeping services, housekeeping practices, customer satisfaction and organization performance. The relationship among various variables related to housekeeping services & practices and relationship among housekeeping services & practices with organization performance has been explored to identify the need for the study. Chapter 3 has been dedicated to the methodology of the study. It outlines the research design and provides description of the process followed for the development of the research instrument. Sample profile, data analysis techniques and limitations of the present study have been presented in this chapter. The chapter 4 presents the process followed for measurement and validation of various constructs. First section of the chapter presents demographic profile of the respondents, whereas in the second section relationships among various constructs have been examined. This chapter also measures the impact of independent variables on dependent variables and the hypotheses framed were tested. In Chapter 5, discussions of the results from application of statistical techniques and tools were elaborated. The association between independent and dependent variables were also analyzed and discussed. Chapter 6 presents findings, implications and conclusions. It also discusses the scope for future research.

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CHAPTER 1: OVERVIEW

1.1. INTRODUCTION

A Hotel is a big unit in itself consisting of various departments which run in collaboration and coordination with each other to make the guest stay comfortable. Housekeeping is the most significant department in the Hotel. Housekeeping is the hotel's strength and stands as hotel's backbone but studies have majorly been found in front dealing departments mostly like front office, restaurant services. Prime objective of housekeeping department is cleanliness, upkeep, maintenance & decor of the whole hotel. It creates a feeling of home's comfort for the hotel residents. Further, establishing hospitality professional services is decisively important to hotel's performance, reputation, guest satisfaction, loyalty and finally profitability (Pongsiri K. , 2012). Managing the cleanliness, maintenance, upkeep and decor of the huge five star hotels is a challenge in itself (Bhatnagar & Nim, 2019).

This chapter discusses the current scenario of hospitality industry in India and reasons behind studying housekeeping department of the hotel industry. This research aims at identifying the value of housekeeping department services and its influence on customer satisfaction and organizational performance.

This chapter gives description about following:

- ➤ **Background of the Study**
- ➤ **Hotel Industry in India**
- ➤ **Hotel Industry in Chandigarh**
- ➤ **Current Scenario of Hotel Industry**
- ➤ **Research Problem**
- ➤ **Significance of Proposed Research**
- ➤ **Organization of Thesis**

1.2. BACKGROUND OF THE STUDY

A five or four star hotel is a huge set up in itself combining various departments which work in coordination and collaboration with each other to make for a splendid guest's stay. There are four major departments and few supporting departments in the hotel depending upon the size of the hotel (Fig 1.1 & Fig 1.2). Front office, Food and beverage services, Food production and Housekeeping department are the major four departments of any hotel. Front office is considered to be the face of the hotel as it deals directly with the guests; Food and Beverage Services, where all food and beverages are served; Food Production, which is concerned with cooking and production of all menu items and last but not the least is the Housekeeping, which is concerned with room and public area management and upkeep.

Major departments (Fig 1.1)

Fig 1.2: Support departments
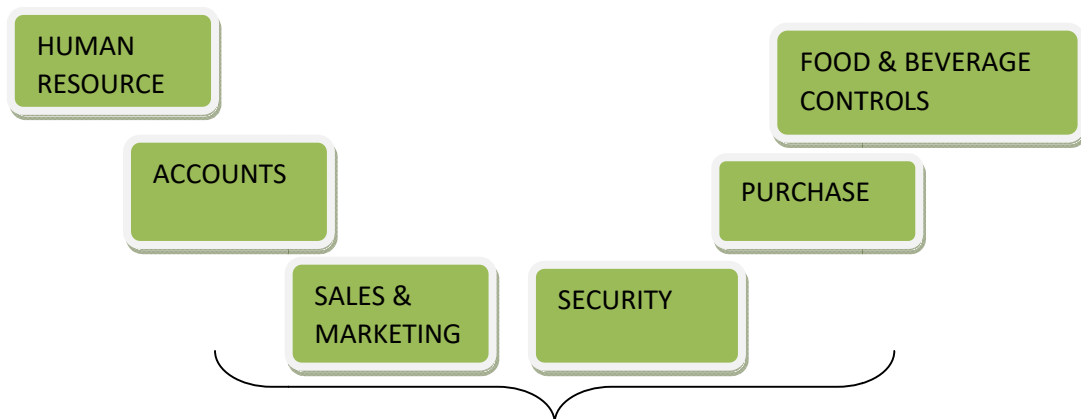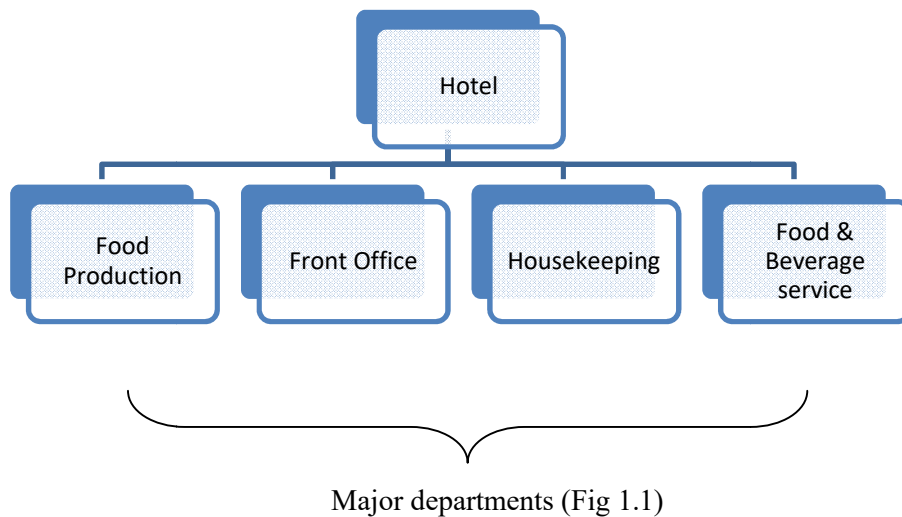
Amongst all the various departments, housekeeping is one of the major departments in the hotel. It is also one of the biggest departments of the hotel. The major responsibilities of housekeeping department are cleanliness, decor, upkeep & maintenance of the entire hotel. A luxury hotel is a vast building which has various facilities such as large dining areas, banquets, swimming pools, clubs etc and a massive back area as well including laundry, staff cafeteria, bunker, lockers, different stores, administrative departments, different food production units etc. Managing the cleanliness, maintenance, upkeep and decor of these areas poses a challenge for the hotel staff. So hotel housekeeping further divide its work in areas which are categorized as public areas and back areas. Public areas are the areas where guests are freely allowed to go whereas back areas are the places inside the hotel where only employees have the permit to go. The responsibility of housekeeping is cleanliness, maintenance, aesthetic appeal, accommodation management, Laundry, Linen & Services like mini bar, baby sitting etc.

The structured subsistence of the hotel industry in India started growing during the colonial period, with the introduction of Europeans. Hotels were introduced by the Britishers and the British and Swiss were running most of the hotels in India. Prior to that, the concept of Dharamshalas was quite familiar in the country. People used to travel earlier mainly for religious purposes.

In India, post 1947, there was huge leapt in the hotel business. Many heritage properties were taken over by India's premier hotel groups such as East India Hotel company known as *'Oberoi's'* and Indian Hotels company known as *'Taj'.* These hotels established luxurious standard of service and quality and established their business outside India as well. With times India's biggest conglomerate Indian Tobacco Company known as *'ITC'* also ventured into chain of luxury hotels. With time India has emerged a favourite tourist destination which has attracted many international hotel chains to invest and open their hotels in India such as 'Hyatt', 'JW Marriott', 'Intercontinental Hotel group i.e. IHG', 'Ritz Carlson Radisson'.

There are various studies done in the past on customer satisfaction and organizational performance across different industries and sectors, but such studies are very rarely being discussed in context with housekeeping services & practices of the hotel. Better

services result in prosperous organizations (Pongsiri, 2012). Consumers mostly view services as a package of attributes, which are likely to vary in their services contributions alternative and assessment (Kivela, 1996). Among previous studies many learning scrutinize the traveler's desires and requirements. Most frequent characteristics of the hotel which are studied are cleanliness, location, security, room rate, reputation and service quality of the hotel (Ananth, 1992). Atkinson (1988) found hygiene, safety, cost worthiness; good manners and courtesy of staff as important attributes for hotel guests to select hotel. Lewis R. (1985) analyzed around 66 hotel attributes that are considered by the travelers to make choice in selecting the hotel. Cadotte & Turgeon (1988) found in their research 26 features in determining hotel selection decision, few among them were: cleanliness and tidiness, style of approach by employees, employee knowledge of service and quality of service. Whereas Knutson (1988) research found that safety, cleanliness, comfort, employee's attitude and convenience of location were significant attributes for selection of hotel for the foremost as well as for repeated visits. In the past studies various housekeeping services are separately being discussed along with other attributes but its contribution as a whole towards guest satisfaction and organizational performance is not being discussed widely. An effort is being made to consider the significance of one of the main department of the hotel i.e. housekeeping and evaluate its contribution towards customer satisfaction and organizational performance.

1.3. HOTEL INDUSTRY IN INDIA

Hotel industry is the top rising business segment in our country as well the World (Prasanna, 2013). According to 'WTTC i.e. World Travel and Tourism Council' the tourism sector and travel industry is expanded 3.5% in growth, which outpace the World's economy of 2.5% successfully for the nine years consecutively. This sector is producing employment tremendously. In the past five years, one in four new jobs is generated by tourism sector (World Travel and Tourism Council, 2019). To add more the "Travel and Tourism Competitiveness" report by "World Economic Forum" on tourism industry and hospitality has raked India on the 6th place. Among top 10

contributor sectors in "FDI i.e. Foreign Direct Investment" is from hotel trade and hospitality business. During April 2000 to March 2019, the hospitality sector earned US$ 12.35 billion of 'Foreign Direct Investment i.e. FDI', this is in accordance to the data reported by DPIIT i.e. "Department for Promotion of Industry and Internal Trade". The figure 1.3 shows an assortment of nations in key market that have the prospective to become new travelling households in coming ten years. By 2029, there are expected to increase in new travelling destinations by:

 ➢ 67 million new travelling household in China
 ➢ 14 million new travelling households in India
 ➢ 9 million new travelling households in USA
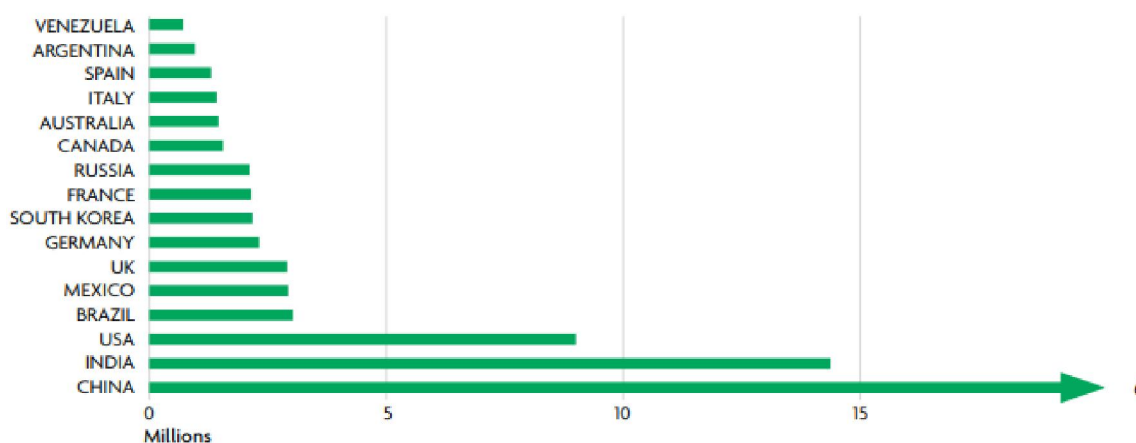
Figure: 1.3 New Travelling Households

Source: (World Travel and Tourism Council, 2019)

In order to make our nation India a Global tourism hub, there are numerous constructive steps taken by Indian Government. 'Project Mausam' is initiated by Indian Government to institute cross culture association which will boost economic relations with 39 Indian Ocean countries. Also the facility of 'e-tourist visa' has been made effective to citizens of 161 countries since April 2017. Initially 'e-TV i.e. e-Tourist Visa' was for 113 nations but now it is extended to 161 nations (Hindustan times, 2017). To promote domestic tourism, Govt. of India has introduced various

schemes under "Ek Bharat Shreshtha Bharat" (Ministry of Tourism, 2019). Such initiatives lessen the gap of cultural diversities and promote tourist inflow.

The hotel trade of our nation flourishes principally due to the augmentation in tourism and travel. Hotel trade is bound to leap with increase in varied types of tourism activities around the world. In our country domestic tourists seek affordable stays which will make provisions for boosting of budget hotels. In India, many international hotel companies are opening segment of economic/budget hotels to capture volume of business segment. With growing trend in our economy at rate of 7% per annum it is widely expected that there may be shortage of hotel rooms in organized set up. Regarding the endeavors from foreign nations, in upcoming five years period, as many as 40 international brands of hotels are said to enter. (Hotel Sector Analysis Report, 2020). As per the hotel sector analysis report, "The Union Cabinet has approved a MOU between India and South Africa, aimed at expanding bilateral cooperation in the tourism sector through exchange of information and data, establishing exchange programmes and increasing investment in the tourism and hospitality sector."

In coming time, the demand supply gap will be widened in India and there would be need for more hotel rooms. The scarcity of rooms will be predominantly in the segment of budget and economic hotels. Most of the travellers seek comfortable, secure and budgeted hotels. Many national as well as international hotel brands have already made major investment in budget hotel segment and it is expected that more hotel companies will follow this trend. Also with the increase in digital bookings, rise in demand is expected.

India has become a favourite investment hub for the world's finest hotel chain. There are many international hospitality chains whose presence has already been felt recently in span of few years.

The top hotel companies in India are as following:

- **Taj Hotels, Resorts & Palaces**

- **The Oberoi Group**

- **Hyatt**

- **InterContinental Group**

- **Marriott International India Pvt Ltd**

- **Radisson Blu Hotels**

- **The Lalit Hotels**

- **The Park Hotels**

- **ITDC hotels**

- **ITC Hotels**

- **Shangri La Hotels & Resorts**

- **The Leela Palace**

As per the India Glance statistics (2019), the total number of approved hotels in India have increased to 1,02,490 rooms already. Figure 1.4 shows the number of hotels and number of rooms in comparison with the category of hotels in India.

S. No	Category of Hotels	No. of Hotels	No. of Rooms
1	One Star	9	348
2	Two Star	37	990
3	Three Star	535	18889
4	Four Star	322	16451
5	Five Star	181	22673
6	Five Star Deluxe	170	37955
7	Apartment Hotels	3	252
8	Guest House	7	106
9	Heritage Hotels	58	1843
10	B&B Estt.	639	2983
	Total	1961	102490

Figure 1.4 Total numbers of hotels and rooms in India

Source : (Ministry of Tourism, 2019)

Broad classification of Hotels in following four segments (Ministry of Tourism, 2017) **:**

5 Star and 5 Star Deluxe: These hotels are mainly situated in the centre of the metropolitan cities and generally fulfil the needs of business corporate clients and foreign tourists. These hotels are luxurious and expensive. These comprises for about 30% of the hotel industry.

Heritage Hotels: These hotels are featured by less capital expenditure and more affordability. It comprises of hotels running in palaces, forts, castles and lodges etc.

Budget Hotels: These hotels are reasonably priced and cater to domestic and economic clientele which favour limited luxury. Such hotels have special seasonal packages and good services.

Unclassified: These are less priced hotels spread throughout the country. Economic pricing policy is their only USP. This segment accounts for about 19 % of the industry.

1.4.   FUTURE OF HOTEL INDUSTRY IN INDIA

According to the forecast of 'WTO i.e. World Travel Organization' by the year 2025 the hospitality industry will assume a huge shape and will emerge as almost triple in its size. With expectations of 4 million tourists visiting India there is anticipation that growth rate is projected at 8.8%. As per India tourism statistics, "the total number of Foreign Tourist Arrivals in the year 2019 was 10.56 Million in India, increasing an annual growth rate of 5.2%." Figure 1.5 shows the foreign tourists arrivals, non resident Indians and International tourist arrivals in the year 2016, 2017, 2019 consecutively.
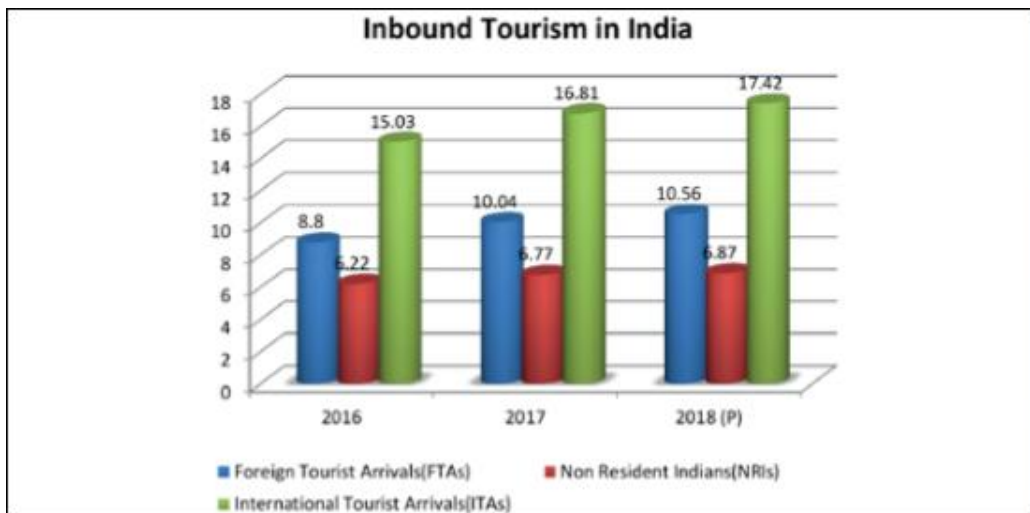
Figure 1.5: Inbound Tourism in India

Source (Ministry of Tourism, 2019)

As projecting tremendous growth of hospitality sector, it is forecasted that there will be huge requirement of trained hospitality professionals in the coming years, thereby triggering impressive career for hospitality students.

1.5. HOTEL INDUSTRY IN CHANDIGARH

Chandigarh is a combined capital of Indian states Punjab and Haryana. Chandigarh shares border with Punjab, Haryana and Himachal Pradesh. Punjab is the historic state and earlier Haryana and Himachal Pradesh were parts of greater Punjab. All three neighboring states of Chandigarh i.e. Punjab, Haryana and Himachal Pradesh has legacies of religious shrines, forts, religious shrines, wetlands, arts and handicrafts, cuisines etc. which offers variety of savors for different types of visitors. Chandigarh is gateway to states like Jammu & Kashmir, Leh, Ladakh and Himalayas which are sought after destinations of large tourist interests. Though the 'Union Territory Chandigarh' is considered as a transit point for tourists to the above states, it has its own places of tourist importance, spread over in different sectors. The hotel industry in Chandigarh received benefits from the development of tourism and travel businesses in the last ten years. According to KPMG (2013) report, Punjab stands at

14th position in India in tourist receiving with 224 million earning in 2012 from tourists, while the state spends just 0.19% of state budget for tourism activities. The domestic tourist arrival in the state has risen to 2.57 crores in 2015 from 1.05 crores in 2010 and the international tourist arrival has risen to 2.42 lakh from 1.37 lakh in the same period (2010-2015), (Times, 2018). According to (Singh, 2017) in his study of Punjab and Haryana, service sector pays important contribution to the Gross State Domestic Product (GSDP). Hotel and Restaurant businesses have a major role in total contribution towards service sector. Table 1 describes the contribution of service sector to GSDP of Punjab.

Table: 1.1 Service Sector Contribution to GSDP of Punjab during Specific Time on Percent basis

State	1980-81	1990-91	1991-92	2000-01	2010-11	2014-15
Punjab	30.86	32.18	31.97	35.42	43.34	49.76

Source: (Singh, 2017)

This research in field of hospitality is intended to carry out in the city beautiful Chandigarh along with adjoining cities of Panchkula and Mohali. Chandigarh-Mohali-Panchkula collectively known as Tricity has a total population of more than 2 million. Chandigarh is internationally known for its urban design and architecture. As per the article published by BBC in 2015, "Chandigarh is one of the perfect cities of the world in terms of modernization, architecture and cultural growth. Chandigarh's Capitol Complex was declared as World Heritage Site by UNESCO in July'2016" (Tribune, 2016). Chandigarh is also the richest city in India as the per capita income of people is Rs.99, 262. Chandigarh is also ranked as one of the happiest city in India as on the happiness index (LG Electronics, 2015). Panchkula & Mohali are the well planned cities of state Haryana & Punjab adjoining Chandigarh. According to the data gathered by U.T. Tourism Department on the tourist arrival statistics, "The total

foreign tourists visited Chandigarh from January'2019 to November'2019 was 40,280 (Table 1.2). However, the city witnessed a high spurt in the arrival of the domestic tourists which was 9.24 lakhs in 2012, 9.36 lakhs tourists in 2013, and 10.61 lakhs tourists in 2014. In the year 2019, around 14, 37,253 lakhs tourists visited Chandigarh (Tourism Statistics, 2019)." The total number of hotels in Chandigarh itself is 77 including 51 star hotels, 10 Guest houses and 16 budget hotels (Tourism Statistics, 2019).

On the above basis, Chandigarh was selected as a ground for conducting this study.

Table 1.2 Inflow of Domestic & Foreign tourists in Chandigarh.

Month	Domestic	Foreigners
January	124206	4016
February	127129	4983
March	127822	4747
April	128214	4237
May	132429	2190
June	134968	2034
July	135433	2638
August	136824	3002
September	142538	3421
October	122868	4552
November	124822	4460
Total	1437253	40280

Source: (Tourism Statistics, 2019)

1.6. CURRENT SCENARIO IN HOTEL INDUSTRY

In the current scenario, hospitality industry is the most lucrative business around the world. Many big business tycoons have poured in their investments in hotel industry. Moreover, India is also developing itself as a main tourist travelling hub around the world. The Tourism Ministry of India is working actively on the "Incredible India Campaign" to enhance the tourism industry and the hospitality sector. In the year 2017, "India is having 40th ranks in the Travel & Tourism Competitiveness Index (TTCI) prepared by the World Economic Forum gaining 12 ranks in comparison to the prior 52nd rank in the year 2015" (World Economic Forum, 2019). Today hospitality sector is among the best growing industries in India. A rise in growth of 13.4% in foreign tourist arrivals has been witnessed as it was 2.84 million during January- March 2017 as compared to 2.51 million during the same period of last year (India Brand Equity Foundation, 2019). There is 100% Foreign Direct Investment permission in this sector as per the liberalization policy set by the Govt. of India (Shrivastava, 2011).

As a result, many big global hotel chains of the world have started putting in their investment in India by way of acquisitions, mergers, partnerships, franchising and through management contract. Many international renowned groups of hotels chains are well recognized in Indian hotel markets now including Radisson, Hyatt, Sheraton, Meridian, J W Marriott and Four Seasons and are massively expanding. MNC Hotel Industries big giants are joining hands and promoting joint ventures in India. Many fast food international restaurant chains like KFC, Mc Donald's, Subway, Uncle Jack's etc have already established their roots in India. Government has approved around 300 hotel projects, among more than half are in the luxury hotels. Therefore, there are tremendous opportunities in the future scenario of Indian hotel industry.

The hospitality sector in India can be classified as:

- Star Hotels:

Star classification is conducted by the Ministry of Tourism, Govt. of India. Hotel has to apply for star classification based on their discretion. Hotels can be classified as 5 star deluxe, 5 star, 4 star, 3 star, 2 star and 1 star and heritage hotels based on fulfillment of certain requirements. Old palaces and havelis can be converted to heritage properties. Based on the level of facilities, it can further be classified as "Heritage Basic, Heritage Grand and Heritage classic" hotels. The reclassification of the hotels is conducted after every 5 years.

- Approved Hotels:

Before commencing hotel business, the hotels have to apply for approval from Ministry of Tourism to start with the hotel business. Once this approval is given, these hotels come in the category of "Approved Hotels".

Those hotels which have received approval from the Ministry of tourism but are still to apply for classification for star category are known as approved hotels. The classification of hotel depends upon the discretion of the hotel management.

- Licensed Hotels:

Hotel businesses are in the service of food, liquor and accommodation facilities. Thus, hotels have to acquire and get approved of many licenses related to hotel business. Such licenses have to be applied and acquired from local municipal authorities to provide boarding and lodging facilities. Apart from above, figure 1.6 shows other parameters on the basis of which hotels are classified.
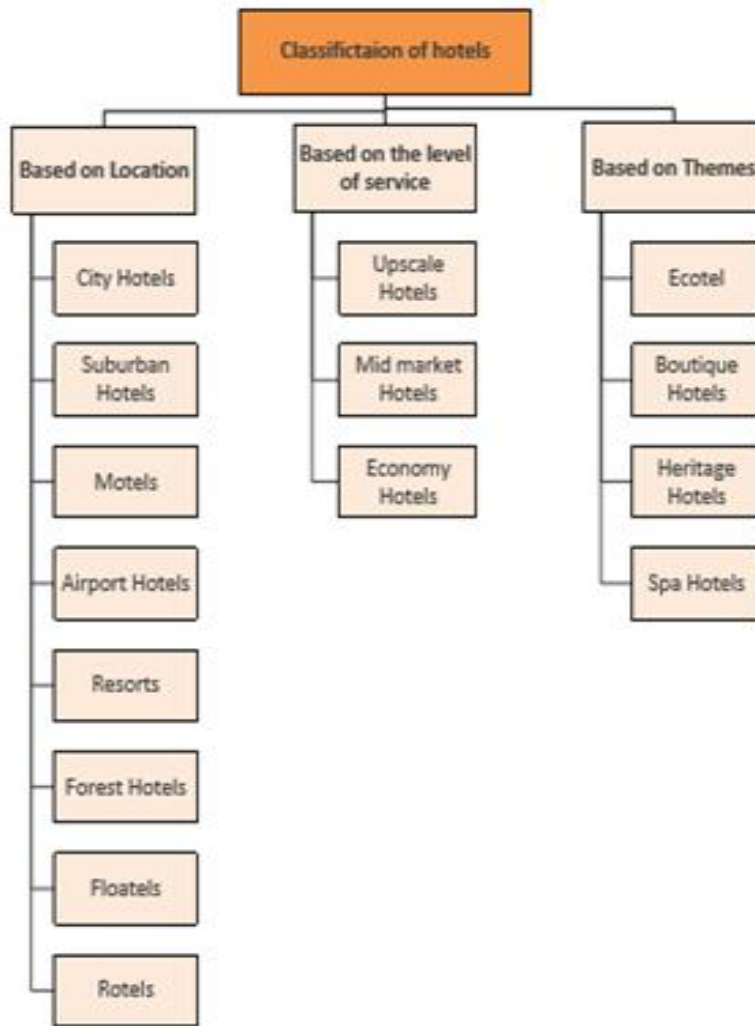
Figure 1.6 : Classification of Hotels; Source: (Care Ratings, 2019)

As per the statistics presented by IBEF (India Brand Equity Foundation), "The tourism & hospitality sector's direct contribution to GDP surged by 23.6% in 2017, raising the share of the industry (direct & indirect) by Rs 5.9 trillion (US$ 91.3 billion). The average room rates (ARRs) going forward and would further grow at an average of 3.5-4.5% per annum (Kansara, 2018). In the leading metropolitan cities, the occupancy rate would rise to about 68-70% by the end of 2023 (Care Ratings, 2019). Accordingly, the hotel industry is expected to see an increase in room revenue at the rate of about 10-12% CAGR over the next 5 years."

Consequently, the all India revenue per available room (RevPAR) performance of important hotel chains declared a growth of about 3.8% and reached Rs 3,981 per day in 2019. Previously, in the year 2009 the similar rate was achieved.

The top brands in Indian hotel industry are listed the figure 1.7.

Domestic Hotels	International Hotels
Bharat Hotels Ltd	Accor
EIH Ltd	Swissotel Hotels & Resorts*
Hotel Leelaventure Ltd	Four Seasons Hotels Inc
Taj Hotels Palaces Resorts Safaris	Intercontinental
ITC Ltd	Best Western Hotel
Neesa Leisure Ltd	Hyatt
Pride Hotels	Carlson Rezidor
Park Hotels	Berggruen Hotels
Lemon Tree Hotels	Hilton Hotels
Sarovar Hotels & Resorts	Wyndham Hotels
Royal Orchid Hotels	Choice Hotels
Concept Hospitality	Marriott International
	Starwood Hotels & Resorts**

Figure 1.7 Top brands of hotels in India
Source : (Care Ratings, 2019)

As per the data by care ratings industry research 2019, "2 star hotels witnessed the maximum growth in the group in average room rates increasing by about 8.5% during 2018. This was followed by 3 star hotels that registered a growth of about 5% in 2018. 4 star and 5 star deluxe hotels recorded a growth of 3% each in average room rates. 5 star hotels, however, registered the lowest growth about 1.8% in 2018. The nationwide weighted occupancy increased by about 6% and reached 63.4%, corresponding with a marginal increase of about 0.2% in average daily rate that stood at Rs 5,541 per day."

A simultaneous splurge in occupancy and average room rate from financial year 2013 till 2018 is displayed in figure 1.8.
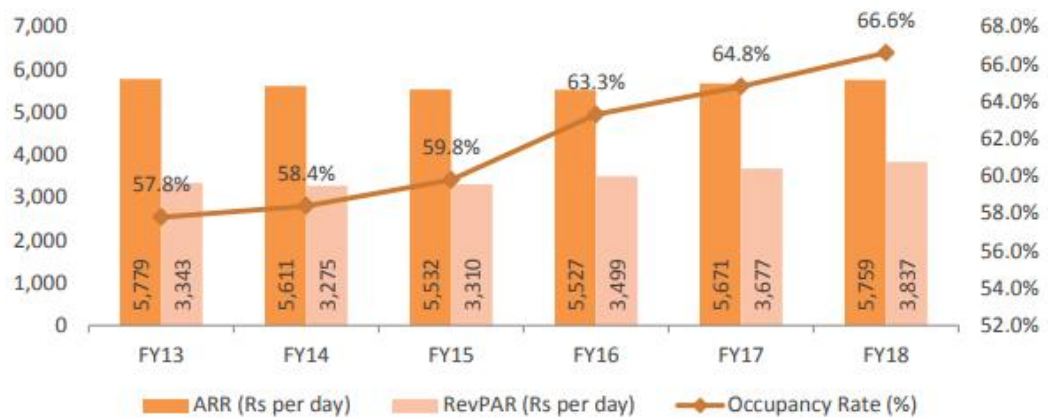
Figure: 1.8 Pan-India Hotel Performance

Source: (India Tourism at a Glance , 2019)

1.7. HOUSEKEEPING SERVICES & PRACTICES

It is the requirement and desire of both guest and management to keep the hotel clean, well maintained, hygienically sanitized and beautifully decorated to command a fair price and repeat business. Housekeeping may be defined as the provision of a clean, comfortable and safe environment (Raghubalan & R, 2015). In most of the hotels, there are particularly two units which deal with accommodation/ guest's rooms: Front office which sells the rooms and housekeeping which maintains the rooms, in coordination with maintenance team.

Housekeeping is an operational department in a hotel, which is responsible for cleanliness, maintenance, aesthetic upkeep of rooms, public area, back area and surroundings (Raghubalan & R, 2015). Any hotel makes profit through sale of rooms, food, beverages and through services like laundry, spa etc. Around more than 50% of the revenue earned is constituted by the sale of rooms alone. Hence, most of the hotel profit is derived from room sales as room once made can be resold again and again. The housekeeping department contributes a large effort in making the room stay enjoyable, comfortable and hygienically safe. Housekeeping department not only take care of guest rooms but every hook and corner of the hotel. Thus, housekeeping is an

ancillary department that contributes in a big way towards the overall reputation of the hotel.

Housekeeping is a round the clock function which is never ending since hotel is operational 365 days a year. Housekeeping is strongly prevalent in other industries as well such as hospitals, cruise liners or corporate offices. Contractual housekeeping services and outsourcing housekeeping operations has become quite popular now a days in most of the companies. The role of Housekeeping can never be undermined. Following are the duties and responsibilities of housekeeping department in hotels particularly (Casado, 2000) :

- To achieve the maximum possible efficiency in ensuring the care and comfort of guests and in the smooth running of the department.

- To establish a welcoming atmosphere and ensure courteous, reliable service from all staff of the department.

- To ensure a high standards of cleanliness and general upkeep in all areas for which the department is responsible.

- To provide linen in rooms, restaurants, banquet hall, conference venues, health clubs as well as to maintain an inventory for the same.

- To provide uniforms for all the staff and maintain adequate inventories for the same.

- To cater to the laundering requirements of the hotel linen, staff uniforms and guest clothing.

- To provide and maintain the floral decorations and maintain the landscaped areas of the hotel.

- To coordinate renovation and refurnishing of the property as and when, in consultation with the management and with interior designers.

- To deal with lost and found articles.

- To ensure training, control and supervision of all staff attached to the department.

- To establish a good working relationship with other department.

- To ensure that safety and security regulations are made known to all staff of the department.

Housekeeping staff is generally divided into three categories: Managerial, Supervisory and Unskilled. Executive housekeeper, followed by deputy housekeeper and housekeeping manager forms the managerial level. The floor supervisor, public area supervisor, laundry supervisor and control desk supervisor forms the second level in hierarchy. Different attendants, storekeeper, houseporters, upholsters, cloakroom attendants, horticulturist, gardeners etc are the junior level staff in housekeeping department. The volume of work undertaken by this department can easily be gauged by the fact that in a commercial hotel, the department employs the largest workforce.

1.8. RESEARCH PROBLEM

Although many studies has been done in various other departments of the hotel which are producing direct revenue to the hotel like food and beverage services, front office management, human resource management, employee training and learning but the department like housekeeping is generally ignored and a few researches have been found in literature in this department. So the current study is intended to research upon the housekeeping services and practices of the hotel industry in Chandigarh Tricity.

Guest Satisfaction is a tool to achieve brand royalty and repeat business. Satisfaction has also been defined in many ways. As per Oliver (1980), "The conceptualization of customer satisfaction that has obtained the widest agreement/acceptance is that satisfaction is an evaluation of the affective responses/experiences following a cognitive expectancy disconfirmation process across prior expectation and perceived performance of a product/service and its attributes." If a guest is happy and satisfied, the hotel is obvious to get repeat business. A satisfied guest will bring new guest to the hotel. The study intended to do here focus on the extent of housekeeping role in making the guest satisfied with the overall experience with the hotel.

Further organizational performance comprises of combination of internal and external aspects of the hotel. According to Han & Hyun (2017), "Image is the vital variable that plays an essential role in intention formation along with customer satisfaction, which is often regarded as having the strongest association with intention. Boosting the level of product or service image that customers have is likely to result in increased intention to be loyal."

There is a need to identify the importance of housekeeping operations in the hotel as this would help the hospitality professionals to design, organize and implement the services and facilities of housekeeping department in an efficient manner.

Many studies conducted in the past generally focused on the guest amenities provided by the housekeeping department. Researchers mainly studied on hotel features/ attributes that are common in most of the studies. The commonly studied hotel factors were cleanliness, location, room, service, and value for money (Kim & Han, 2017) (Choi & Chu, 2001).

As per the assessment made on the basis of literature review, it has been found that most of the studies have been conducted on the departments which are directly dealing with the customer/guests such as Food and beverage services or Front office operations. These areas become the face of the hotel as a guest usually deals and communicate with the employees of such departments. Although a limited review in literature is found in the field of hotel housekeeping. Also most of the studies found in the literature are on the areas relating to revenue management and profitability in hotels. As housekeeping department is not earning direct revenue for the hotel, thus is mostly ignored in the literature. In many studies the relationship among revenue earning departments with customer satisfaction and organizational performance have been assessed but there is limited studies depicting relationship with housekeeping.

Another big research gap which is seen in the literature is that most of these studies have been done in the foreign countries and on international grounds. Also in most of the housekeeping studies, guest amenities are widely studied in various papers. (Jones & Siag, 2009) focused on one department namely housekeeping and measures to

improve productivity by experimenting on the procedures with which quick cleaning of rooms can be undertaken. It was suggested that reducing cost of labour in housekeeping operations would be significant towards controlling overall cost of the hotel. Housekeeping operations are manifold and an understanding and managing this activity would be entirely significant. Ananth, DeMicco, Moreo, & Howey (1992) recognized "value for money, location, price, free parking, comfortable bed, quality of bed, and room amenities as important attributes of hotel guests." Lewis R. C. (1984) found the the factors that effected in making hotel visit choice: "ambience, location, price, quality, service, and cleanliness." Weaver & Oh (1993) found the said features significant: "cleanliness, comfortable mattresses and pillows, good quality towels, no surcharge for long-distance calls, and on premise parking." According to Dolnicar & Otter (2003), a meta analysis was conducted and found "cleanliness" to be the most vital among all other attributes followed by "hotel location". Also, McCleary, Weaver, & Lan (1994) findings summarize the salient attributes as "security facilities, convenient eating facilities, price, parking, and fitness facilities". Lockyer (2005) study reported that "salient hotel attributes can be categorized into four dimensions: (1) image, (2) value, (3) service, and (4) hotel facilities."

1.9. SIGNIFICANCE OF PROPOSED RESEARCH

The housekeeping section of the hotel feels pride in maintaining the hotel cozy, clean and comfortable, so as to create "a home away from home". The primary goal of housekeeping is to provide comfortable, welcoming and clean surroundings so that guest feels value for money. No other service can replace the comfort that housekeeping provides to the guest. The feeling of relaxation upon check-in a nice, comfortable, attractive and well arranged room is immense.

Other than hotels, housekeeping professional services are in much demand in cooperate offices, airports, hospitals, airlines, banks, cruisers, shopping arcade. Many organizations are willing nowadays to outsource these functions. Thus contract housekeeping is becoming a lucrative entrepreneurship business venture these days.

A huge amount of revenue is generated from the sale of rooms. Although there are other revenue generating outlets as well i.e. "Point of sales", but room revenue counts to 70-80% of the whole money generated by the hotel. The other revenue generating departments are health clubs, laundry, health spa, shopping arcades, sightseeing etc. A room keeps on making money again and again as once it is sold; it can be resold again after cleaning. However, there is acute loss of revenue if the rooms remain unsold. Thus, it becomes obvious that rooms are more perishable than even food. The housekeeping department's efforts are countless in creating mark on guest experiences in the hotel. Cleanliness is the strongest message that is given to the guest to prove hotel's image.

Guest accommodation is the heart & spirit of the hotel. A hotel may lose a potential guest if the room is unclean, decor is unappreciable, air has odour and surroundings are unpleasant. The housekeeping department has to make the room available as and when required on urgent and quick manner for the guests. It also has to look after all the public areas of the hotel which at all the time has to look clean, tidy, fresh and attractive.

Housekeeping department's contribution is magnificent and immense towards the complete image of the hotel property. As rightly said, "It is a 24 hour and 365 day operation." Housekeeping department is one of the crucial units of the hotel. The responsibilities of housekeeping department are endless.

The results of the research would help to provide new insights to both academicians and hospitality practitioners in Chandigarh and globally as well. Evaluating the indirect impact of housekeeping services & practices would invigorate hotel's operation. It would help in standardizing each process and practice being performed in the department. It would also help the hotel to focus on areas which are more convoluted and needs attention. The Govt. of India has also taken a huge initiative in spreading the awareness through "Swacch Bharat Abhiyan". The research would help the society to know the importance of one of the biggest department of the hotel i.e. Housekeeping. Travelers always look in for clean, germ free and attractive surroundings. The role of housekeeping can never be undermined in the whole country. To promote tourism, the utmost requirement is to keep the nation clean.

Many researches has been conducted on the various attributes and dimensions of the housekeeping department but not much studies have been found that is depicting the relationship of housekeeping services and practices with customer satisfaction and organizational performance. Thus keeping these points in mind this topic has been framed to fill up these gaps from the literature.

1.10. SCOPE OF THE STUDY

This research in field of hospitality is intended to carry out in the City Beautiful Chandigarh along with adjoining cities of Panchkula and Mohali. Chandigarh, Mohali, Panchkula collectively known as Tricity, which has a total population of more than 2 million. Chandigarh is internationally known for its urban design and architecture. The city is perfect blend of modernization, architecture and cultural growth. Chandigarh is also the richest city in India as the per capita income of people is Rs.99, 262 (Sanyal & Gera, 2016). Chandigarh is also ranked as one of the happiest city in India as on the happiness index (LG Electronics, 2015). Panchkula & Mohali are the well planned cities of state Haryana & Punjab adjoining Chandigarh.

The research conducted in Chandigarh would give new insights to both academicians and hoteliers of Chandigarh tricity to improve the housekeeping services & practices for achieving high customer satisfaction and organizational performance.

1.11. ORGANIZATION OF THESIS

This thesis comprises of five chapters as followed:

- ➢ **Chapter 1: Overview**
- ➢ **Chapter 2: Review of literature**
- ➢ **Chapter 3: Research Methodology**
- ➢ **Chapter 4: Data Analysis**
- ➢ **Chapter 5: Discussion of Results**
- ➢ **Chapter 6: Conclusion, Implication & Limitations**

Chapter 1 Overview

The first chapter discusses the background of the study, hotel industry in India, hotel industry in Chandigarh, current scenario of hotel industry, research problem, and significance of proposed research.

This introductory chapter basically gives information about the topic in detail. It familiarizes about the situation of hotel industry in India and its growth prospects. It also signifies the importance of housekeeping department of the hotel and draws out attention towards the minute areas in hotel where attention has to be given to achieve organizational goals. It also discusses the research gap persistent in the hospitality research areas. This chapter discusses the need to study housekeeping department in relation with its contribution towards customer satisfaction and organizational performance.

Chapter 2 Review of literature

The second chapter discusses the past studies pertaining to the topic of the thesis. Previous studies based on perceptions of services and practices in hotel industry, housekeeping services and practices, customer satisfaction, organizational performance, relationship studies on housekeeping services & practices with customer satisfaction, relationship studies of housekeeping services & practices with organizational performance and price related studies in hotel industry were discussed widely. Literature review is a comprehensive summary of previous studies on the topic. The literature review assessment is done through books, scholarly articles, and other sources relevant to the topic of research. Review of literature is an important aspect of any research. It gives a strong base to successfully accomplish the research. It provides a framework to set objectives for the current study. Through prior studies the researcher is able to find out the constructs for the present study. It not only provides a theoretical background to the study but also helps in finding out research gaps and research limitations from previous studies. It provides observations of previous theoretical and experiential research on the meaning and dimension of

housekeeping, customer satisfaction and organizational performance. This chapter offers the details and background of the constructs involved in this study.

Chapter 3 Research Methodology

The third chapter explains the research methodology of this research study. This chapter comprises of the objectives of the Study, development of research hypothesis, research design, survey approach, population, Sample Frame, research questionnaire design, statistical approach and finally data analysis techniques were discussed. This chapter shifts the emphasis from theoretical domain to operational domain with the explanation of different methods adopted for hypothesis testing in the present study. This chapter clarifies the process of population selection, research frame, variable selection, construction of research questionnaire, testing of research questionnaire, research methodologies adopted for collection of data, actual data collection and processing procedure. A quantitative approach was adopted with self-constructed questionnaire for the collection of responses. This chapter also explains the statistical methods applied to this study, details of reliability and validity of scale, main analysis, characteristics of sample and methods of dealing with response bias. This chapter basically discusses the road map or the blue print about the methods being followed in preparation and conducting of the research.

Chapter 4 Data Analysis

The various statistical techniques and tools framed in chapter 3 were evaluated in this chapter and the results were demonstrated. Data analysis is one of the crucial components of the research. Based on the analysis of the data, the inferences, results and discussions are dependent. This chapter describes the analytical techniques used in the study to find out inferences. It discusses the graphical representations of the demographic profile of the respondents. It provides the detailed analysis report on the content and constructs validity and reliability of the research. It also explains the main technique utilized for the analysis of the study. Various statistical methodologies &

techniques were utilized in analysis of the data which was based on the research methodology being planned.

Chapter 5 Discussion of Results

This chapter discusses the results obtained from the data analysis of the study. Research hypothesis were framed to meet the objectives of the study. It presents results in relation to hypotheses of this study. All the results of the statistical analysis were being monitored and inferences were being discussed. Significance among different relationships formulated was discussed.

Chapter 6 Conclusion, Implication & Limitations

This chapter completes the study, through conclusion of the results, managerial implications of the study, limitation and suggestions of the study. It also states the assumptions of the study and list down the future scope of the study as well.

At last a comprehensive statement of all the references consulted and studied was depicted.

1.12. SUMMARY

An overview of the thesis gives us the following points to summarize the whole chapter:

a. India is becoming a most lucrative travel destination. Thus the growth for the hospitality sector is rising every day.

b. Chandigarh-Mohali-Panchkula collectively known as Tricity has a total population of more than 2 million and growth of tourism and hotel industry is quite prevalent from the statistics.

c. A hotel is a big unit in itself consisting of various departments. A major department of hotel is hotel housekeeping. There are less studies pertaining to

housekeeping department mostly limited in relation to customer satisfaction and organizational performance.

d. Various multinational hotel chains had developed their hotel businesses in India. Similarly Indian hotel chains are also expanding tremendously. There is ultimate need of the budget hotels which has a good potential in the near future.

e. Research in the field of hospitality is very limited in India especially in the department of housekeeping.

f. A hotel survives majorly on the sale of rooms, where the contribution of housekeeping cannot be ignored. There is a need to research and study this segment of the hotel industry which is not generally given much importance, as considering the reasons since it is not the front dealing department of the hotel. Although housekeeping is not direct revenue earning department but still its contribution towards the overall customer satisfaction and organizational performance is being intended to study.

CHAPTER 2: REVIEW OF LITERATURE

2.1. INTRODUCTION

A good research cannot be accomplished without the support of rigorous studies, previous scholarly research articles and other materials. The previous studies of different published or unpublished work is an effective way to draw conclusion and decides a pathway for all the research study. The thorough review of literature is a significant precondition for development and actual carrying out of a project work. The study of previous literature helps to understand the previous researches, identify the research gaps, helps to formulate hypothesis, provide exploration of exiting studies on similar topics to avoid duplication of work. This chapter delivers the brief explanation about the previous studies undertaken related to variables associated with the current study. The reason of going through the previous literature was to present the summary of existing studies on the topics that are serving as a base to this study.

The review of literature has been mainly grouped into following sections of this chapter:

- ➢ **Perception of Services & Practices**
- ➢ **Housekeeping Services and Practices**
- ➢ **Customer Satisfaction**
- ➢ **Organizational Performance**
- ➢ **Housekeeping Services & Practices and Customer Satisfaction**
- ➢ **Housekeeping Services & Practices and Organizational Performance**
- ➢ **Price in Hotel Industry**
- ➢ **Brief Description of Housekeeping Services and Practices recurrently mentioned in the Literature**
- ➢ **Summary**

2.2. PERCEPTION OF SERVICES & PRACTICES

Determinant attributes are the attributes that are directly affecting choices (Alpert, 1971). Such attributes generally provoke consumer's intention to obtain and makes a distinction for themselves from competitor's product and services. Consumers mostly view services as a package of attributes, which is likely to vary in their share from the services/ product choice and evaluation (Kivela, 1996). Wuest (1996) suggested that the perception of hospitality characteristic is the extent for which the tourist may find diverse facilities as well as services significant to promote delight of the hotel's resident guest. Numerous studies have examined the requirements of the vacationers. Among majority of the studies in hospitality industry, hotel attributes that are commonly being studied are clean environment, sanitation, security, location, tariff, repute and quality of services the hotel (Ananth, 1992). Atkinson (1988) found courteous staff; clean surroundings, security, cost effectiveness and helpfulness of hotel's staff are important factors for hotel guests in making hotel choice. Lewis R. (1985) analyzed around 66 hotel attributes that are considered by the travelers to make choice in selecting the hotel. It was suggested that place and tariff are the significant factors considered by the Corporate as well as Leisure travelers in making their preference. Cadotte & Turgeon (1988), in their research analyzed 26 facts in determining hotel selection decision which are: attitude of employees, cleanliness and tidiness, quality of service and employee awareness of services. Cleanliness and calm environment, safety and security, swiftness and civility of service, responsiveness of employees and advantages of location are determined as significant attributes by travelers while choosing hotel for the first time or for repeat visit (Knutson, 1988.). Customers give a considerable amount of attention to convenience of location and professional services (Rivers, et al., 1991). Ananth M. D. (1992) research shows that out of fifty seven hotel features, the most important factor was tariff and quality for making hotel selection decision followed by convenience of location and security. Better services result in prosperous organizations (Pongsiri, 2012).

2.3 HOUSEKEEPING SERVICES AND PRACTICES

One of the major departments in hotel is housekeeping. A hotel is a big unit in itself consisting of various departments which run in collaboration and coordination with each other to make the guest stay comfortable. Managing the cleanliness, maintenance, upkeep and decor of these areas is a challenge in itself (Bhatnagar & Nim, 2019). Housekeeping is liable for cleanliness, decor, maintenance & upkeep of the whole hotel premises (Bhatnagar & Nim, 2019). The hotel's housekeeping department creates home away from home. The primary endeavour is to provide clean, well maintained, comfortable rooms with warm surroundings that offer value for money. The modern day study of housekeeping services seldom exists (Pongsiri, 2012). In the literature, very limited studies have been found pertaining to housekeeping services. Most of these studies were restricted to hospital housekeeping, procedure of cleanliness to improve efficiency, contractual housekeeping services & performances and occupational hazards related to housekeeping employees. Very fewer studies are conducted based on hotel housekeeping.

Mullins (2007) said that main focus of any business should be to find out right service for their guests in order to maintain everlasting relationship for the fulfillment of organizational objectives. Housekeeping is a physically challenging and tough job which comprises of various tasks. Coşkuner & Hazer, (2009) identified that in housekeeping profile jobs, many tasks are repetitive in nature such as vacuuming, buffing, mopping, tidying, sweeping floors and dusting. Coşkuner & Hazer (2009), studies on the housekeeping ergnomics suggested that hotels have to design standard operating procedures for housekeeping tasks to avoid injuries at work place so that employee get adjusted to the physically challenging jobs. Buchanan, Vossenas, & Krause (2010) said that hotel staff is more prone to risks of occupational hazardous than employees of other services. Coşkuner & Hazer (2009) found that good and safe work environment is a boasting factor for housekeeping employees. The implementation of occupational safety and health practices for hotel workers was also discussed in many past studies. The job descriptions of housekeeping associates are tough that demands physical exertion and stressful work environment, which makes them prone to various orthopedics injuries. Shandia (2013) found that outsourcing

housekeeping functions would be significant to achieve organizational goals. Pongsiri K. (2012) said establishing hospitality professional services are decisively important for hotel's performance, reputation, guest satisfaction, loyalty and finally profitability.

Pongsiri K. (2012) found and studied international standards of service patterns for room attendants providing housekeeping services and also analyzed the housekeeping service quality by studying the difference between guest anticipation and actual guest supposed satisfaction. Zambrano, A, Otero, & Ajenjo (2014), study suggested that visual assessment is not sufficient to ensure quality of the process. It was suggested to develop scientific methods to determine cleaning schedules and practices. Ambardar & Raheja (2017) research paper also revealed that the implementation of Occupational Safety & Health practices is not appropriate and apt fully followed in housekeeping department in India. Bhatnagar & Nim (2019) identified four variables of housekeeping services in the hotels i.e. laundry, decor, room amenities and cleanliness. Mostly research papers in India cover issues related to problems faced by employees working in housekeeping department.

2.4 CUSTOMER SATISFACTION

In the past studies, many researchers had conducted studies on customer satisfaction and came across varied evaluations related of it. Many scholars had studied the factors of client satisfaction and standard in service across various industries (Churchill Jr & Surprenant, 1982). Smith & Houston (1983) had also discussed the process of matching expectations and actual performance as a script theory. Script based theory of customer satisfaction has been practically tested with satisfying results (Smith & Houston, 1983). As per the script based assessment process, a customer evaluates his actual experience with the script that he had in his mind related to knowledge and past experience. If these comparisons are met, then customer would feel delighted else he would be dissatisfied (Smith & Houston, 1983). Cadotte & Turgeon (1988) carried out a study of the important factors that lead to customer satisfaction. Consumer satisfaction depends upon the gap between customer perception of service and actual service received connected with the marketing, design and delivery of services

(Parasuraman, et al., 1991). Oliver R. (1992) performed research considering whether customer satisfaction was an emotion and concluded that customer satisfaction was an attribute phenomenon similarly existing with other consumption emotions. A transaction related emotional response resulting from the customer's contrast of product performance to some pre purchase opinion (Halstead, Hartman, & Schmidt, 1994). The first and foremost task in a service industry is to identify the factors or determinants affecting customer satisfaction. This can be executed by keeping a record of all the customer feedback and complaints. The complaints should be analyzed and effective procedural changes should be incorporated so that they may not arise in future. Coyle & Dale (1993) also evaluated factors of quality & standards in hotels and found out gaps existing between perception of customers and actual delivery. Similarly, Bitner, Booms, & Tetreault (1990) studied the service relationships with effect to critical incidence theory on airlines, hotels and restaurants. The most extensively cited example for the factors of service standards was the research conducted by Parasuraman, Berry, & Zeithaml (1991). An instrument for measuring service quality "Servqual" consisting of twenty two items was developed. It was carried out in a two stage process with ninety seven items and ten determinant of service quality. Further the actual number was reduced to five due to overlap of determinants. These determinants were tangibility, empathy, responsiveness, assurance and reliability. The final model was shown to have good reliability and validity, which was recommended for use in future studies.Halstead, Hartman, & Schmidt (1994) assessed three models to evaluate satisfaction formation process. The model of single source outperformed both numerous sources, performance-disconfirmation model, which utilized performance and disconfirmation discretely.

As said by Oliver R. (1997) customer satisfaction is a consumer's realization response. It is an opinion that a service or product feature provided is of pleasurable level of consumption. Past researches suggest that customer constancy brings more profit to the organization. Level of customer satisfaction and service quality, both are closely related constructs in hospitality industry. Parasuraman, Berry, & Zeithaml (1991) said that service quality perceptions result from a comparison of customer expectations with real service performance. Building customer loyalty begins with the

assurance to portray excellence in each service and product delivered to the guest. This delivery of excellence must involve top management to every frontline employee of the hotel (Crotts, et al., 2005). Choi & Chu (2001) studied upon the factors leading to guest satisfaction and repeat business in hospitality sector and measured various effective features that lead to customer satisfaction. Barry & Brand (2006) said that hotels, aviation and restaurants had a different loyalty/profit profile than insurance and telecom industries. Happy guest is unswervingly related to the performance of the hotel. A satisfied happy guest may not stay loyal, but an unhappy guest will definitely look for alternatives. Most of the past studies suggest that an unhappy customer will speak more about bad experiences than a satisfied customer will speak about the good things (Xiang, Schwartz, Gerdes Jr, & Uysal, 2015).

One of the limitations with the previous models discussed earlier was that they didn't estimate the impact of price in development of satisfaction levels among customers.

2.5 ORGANIZATIONAL PERFORMANCE

Constant performance is the focal point of many organizations because only through performance companies are able to expand and progress. Performance is associated with profitability and quality customer service, meeting satisfactorily or exceeding customers demand. Kim W. G. (2002) research show that by retaining 5% of their guests, hotels can increase their profit by 100% as the price paid in attracting new customers is higher than the cost of retaining old customers. Hotels with devoted guests can surpass competitors with higher revenue. Mullins (2007) identified that paying attention to innovation is the key to lasting success. Mutindi (2013) said that organizational performance is associated with productivity stock turnover, market share and profitability in an organization.

In the times of globalization its has become challenge for hotels in terms of cultural differences as people commute from all over the world with huge disparity of culture. The hotel trade is a very aggressive business in which guests plays emphasis on accurate and on time service delivery. The main objective of hospitality organizations

is delivering high quality services to their guests to accomplish organizational objective. Macey, Schneider, Barbera, & Young (2011) said that top management must thrive to build good culture to promote organizational climate devoted to standard and excellence by inspiring employees and build long term associations with clients.

Ongori, Iravo, & Munene (2013) studied the major factors that affect the performance of hotels in Kenya city. It was suggested that hotel business requires making blueprint of best management SOPs for better sustainable performance. Best hotel management practices and well advanced standard operating procedures help in redefining hotel's performance. Mutindi (2013) said that financial performance can be measured using profitability and growth in room sales whereas non-financial factors can be customer satisfaction and service quality. Some researchers found that TQM i.e. total quality management and CSR i.e. Corporate Social Responsibility are appropriate tools of the hotel industry for generating aggressive benefit. Benavides-Velasco (2014) found commencement and implementation of total quality management approaches helped in improvement of hotel performance. It has also found to have positive impact on hotel's stakeholders. Benavides-Velasco (2014) also suggested that total quality management can enhance the development of corporate social responsibilities.

Mutindi (2013) studied that strategic planning is one of the important tool in achieving organizational performance. Sirirak (2011) studied the role of ICT (Information communication technology) in improving hotel performance. Some studies indicated that there is noteworthy impact of ICT implementation on optimistic relationship with hotel performance. Another research related to ICT was conducted by Mihalic, (2013) on ICT relationship with competitive advantage in the hotel industry. It was found that hotel industries need to initiate and implement the adoption of ICT. It was analyzed that ICT had no direct implications on hotel's profitability, but there is an indirect positive impact of ICT on a hotel's financial performance that appeared through other competitive factors like quality, differentiation and image.

Mwangi (2017) found that effective customer relationship management is an important strategic driver for increased hotel performances. It was suggested that a series of skill, processes, functions and technologies must be developed to achieve

customer loyalty which further helps in successfully implementing customer relationship management. This leads to enhanced hotel performance. Mwangi (2017) also suggested that competitive position of the hotel has encouraging impact on the hotel's performance. AbuKhalifeh, (2013) found that employee engagement activities has a positive impact on organizational performances.

Wang G. L. (2011) said that quality of service not only has a straight persuasion on organizational performance but also on an employee's job contentment. Employee's contribution is also the most important factor in achieving overall organizational performance. Kim T. T. (2013) identified the relationship between social capital, knowledge sharing and organizational performance in hotels. Two unique types of hotel workers knowledge sharing behaviour was identified i.e. acquiring knowledge and knowledge distribution between social capital factors and organizational performance.

Wang Y. &. (2007) said that technology serves as a vital strategic asset for hotel industry to excel organizational performance and strategic competitiveness. This study proposed a model that discusses the procedure of technology adoption in hospitality industries. Sami & Mohamed (2014) discussed hotel financial position is associated with the economic performance, strategic location of the hotel, technical efficiency, franchisee and managers intellectual level.

2.6   HOUSEKEEPING   SERVICES   &   PRACTICES   AND CUSTOMER SATISFACTION

Service industries cannot lure their clients by displaying abundant discount offers and special schemes as in case of manufacturing units. Service or hospitality industries have to attract their customers by offering customer friendly packages and services. Many researchers have been found in literature in context with customer satisfaction in hotels. But very few are discussed in relation to housekeeping services & practices. Sasser (1990) found that 25 % to 85 % of profit increase would be witnessed with a

5% increase in customer loyalty. Barsky & Labagh (1992) discussed that companies spend huge money to build new customers rather the cost of retaining the existing customer are quite low. Siguaw (1999) found best housekeeping practices, a proactive preventive maintenance program was detected to ensure quick service and less complaints. Kandampully & Suhartanto (2000) discussed that hotel facility such as room, night club, bar and restaurants had become integral part of modern living. Reichheld & Kandampully & Suhartanto (2000) said customer loyalty can be developed by providing huge benefits to the customers for sustaining competition. Gronholdt, Martensen, & Kristensen (2000) found that customer satisfaction is the prime factor for any company cross industries to successfully achieve customer loyalty. It is only on the basis the quality services, customer remain loyal to the organizations. Pongsiri K. (2012) studied the international standards for service sequence of housekeeping attendants. This research also analyzed the excellence of housekeeping services with respect to the guest's anticipation and authentic perceived contentment. Pongsiri K. (2012) suggested that delivering standard services is decisively crucial to hotel's performance, reputation, guest satisfaction, loyalty and ultimately profitability.

2.7 HOUSEKEEPING SERVICES & PRACTICES AND ORGANIZATIONAL PERFORMANCE

For hotel business to be successful, it's crucial to comprehend how guests perceive the service or product (Chu & Choi, 2000). Reichheld & Sasser (1990) found that a 25 % to 85% of profit is increased with just five percent increase in guest loyalty. Guest's loyalty is directly proportional to the guest's contentment as studied in previous researches. Further customer satisfaction is generated via provided utmost quality services to the guests (Siguaw, 1999). The capability to fulfill promises and gratify the needs of the hotel's guest results in repeat business which is profitable in long run (Siguaw, 1999). Budhwar, Chand, & Katou (2007) results indicated that performance of the hotel was positively correlated with type of the hotel, hotel category and HRM practices. It was suggested that hotels aiming to boost

performance levels must belong to a chain and follow best HRM practices of the hotel industry. Application of better technology and enhancing guest experience could lead to better revenues and improved performance (Kim, et al., 2008). Emergent hospitality service is vitally essential to an organization's performance, guest contentment, reputation, faithfulness and eventually profitability (Pongsiri, 2012). Bilgihan, Smith, & Bujisic (2016) researched upon ancillary revenue opportunity which can be created through technology amenities installed in hotel guest room. It was found that the time guest's spent in their rooms is directly correlated to increased revenue opportunities from in room amenities and in room dining. Bilgihan, Smith, & Bujisic (2016) found that a hotel business with desirable room amenities and quality services can even charge higher room rate from their customers.

2.8 PRICE IN HOTEL INDUSTRY

A hotel industry is a services business. The top priority is to maximize revenue and for this appropriate pricing strategy is required. Differential rates are quoted depending upon the external environment opportunity, demand and customer segmentation to achieve potential revenue. There are two major factors pertaining to achieving organizational goals and maximize revenue: (1) increase price or (2) lower operational costs. So price is directly proportional to revenues (Bojanic, 1996). According to Bojanic (1996), it has become essential for the hotels to exercise differential room tariff to increase the potential revenue opportunities. In low occupancy season, prices can be lowered vice versa in high demand prices can be increased to achieve maximum profitability. Forecasting based on yield management strategies can be studied; accordingly price modifications can be implemented (Relihan III, 1989). Collins & Parsa (2006) said that the hotels can utilize pricing strategies to indicate quality or value.

Abrate, Fraquelli, & Viglia (2012) found that majority of the hotels implement dynamic pricing strategies. The customer segmentation is the crucial driver against dynamic pricing strategy. A hotel room not sold for a single day, revenue is lost forever for that day. Room is considered to be the most perishable aspect in the hotel

business. The price-ending strategy initialized by a hotel can considerably impact the profitability of a hotel management (Collins & Parsa, 2006). According to Bilgihan, Smith, & Bujisic (2016), in room entertainment is becoming an opportunity for the hoteliers to generate more revenues. With facilities and extra services, hoteliers can charge a higher room rent from their guests.

According to Collins & Parsa (2006), three universal pricing approaches:
    (1) Pricing based on cost
    (2) Pricing driven for customers
    (3) Competition driven pricing.

Costs based pricing is based on total costs per unit plus a percentage of expected return. Customer based pricing is dependent on customer spending power for any product or services. Competition based pricing is designed to ensure that a hotel attains its target market share objective and based on competitor's prices. Rohani & Nazari (2012) suggested that dynamic pricing positively impact the high involved consumers. Collins & Parsa (2006) found that there is affirmative association between cost ending strategies and room rates.

2.9. BRIEF DESCRIPTION OF FACTORS RELATED TO HOUSEKEEPING SERVICES AND PRACTICES MENTIONED IN THE PAST STUDIES:

a. **Room Amenities**: The housekeeping department looks after the cleanliness and upkeep of all the rooms of the hotel. After every departure the room has to be made available as and when required for resale. A lot of amenities are to be placed in the room required by the guest. Normally these amenities are given complimentary in most of the hotels namely shampoo, soap, moisturizer, oil, shoe polish, writing pads, tea/coffee bags, milk sachets etc. Sometimes the same room is sold twice in a day. The housekeeping department maintains a check on the status of each and every room. Choi & Chu (2001) found

qualities of guest room, value for money and staff service as most influential attributes for hotel guest's satisfaction. Stringam (2008) evaluated resort amenities of the timeshare and vacation ownership resorts and compared the amenities with the amenities of downtown hotels. Bilgihan, Smith, & Bujisic (2016) findings shown that hotel customer desire to have most of the technology amenities complimentary in room; however they would agree to pay extra for gaming consoles in their guest room. It was also discussed that in-room entertainment services are a revenue generating opportunity for the hotels. Masiero, Heo, & Pan (2015) discussed about various room amenities in relation to guest's willingness to pay for these services.

b. **Cleanliness**: This is the utmost role of the housekeeping department. This task becomes more challenging when the area of the hotel is huge. Key elements for the room are cleanliness, functioning amenities, and comfort (Schall, 2003). To segregate the work, the areas are thus divided into public areas and back areas. Public areas are those places in the hotel which are open for guests and visitors in the hotel for e.g. hotel lobby, corridors, restaurants, swimming pool etc. Back areas are the areas which are restricted for the guests but can only be visited by employees of the hotel for e.g. kitchen, staff lockers, back offices, staff bunkers etc. Cleanliness has been discussed widely in previous research studies. Jones & Siag (2009) said one of the most important task and responsibility of the housekeeping department is cleanliness. Reviews of literature suggested that factors such as cleanliness, location, room rate, security, service quality, and reputation of the hotel or chain are regarded as important by travelers for evaluating hotel quality of performance (Barsky & Labagh, 1992; Cadotte & Turgeon, 1988).

c. **Maintenance:** The primary objective behind maintenance is that every hook and corner of the hotel should be maintained and in working order. All the rooms, lifts, equipments etc should be in working condition. Preventive, corrective and breakdown maintenance techniques are followed by

housekeeping department to get it done through maintenance department. So upkeep of ever hook and corner of the hotel becomes the prime responsibility of the housekeeping department. One of the major elements for hotel's guest satisfaction is functionalities of amenities & services in room (Schall, 2003). Lai & Yik (2008) discussed hotel's performance necessitate quality hotel accommodations where cost-effective operation and maintenance of their amenities and facilities are important. As hotels operates 365 days in a year, proper maintenance and management of the building structure, fabric, components, finishes and engineering services is vital to satisfy guest's wants and desires (Chan, 2008). Chan, Lee, & Burnett (2001) found performance indicators for estimating the efficiency of maintenance department for hospitality industry. Keeping hotel premises up to date and well maintained is a core responsibility of the hotel's executive housekeeper (Harris, 2009). Paraskevas (2001) suggested a strong communication network between housekeeping and maintenance is required for effective work flow, ultimately leading to customer satisfaction.

d. **Decor:** It's always important to pay attention to small details of everything. One should have a good eye for detail if working in housekeeping department. The elements like the colour theme, decor style, ambience, placement of fixtures and furniture cannot be ignored in the hotel. Everything has to be perfectly blended with each other in terms of style and ambience. Lim & Endean (2009) said that the uniqueness of hotel building is often a significant aspect in customer's decision to stay at a hotel. Wilensky & Buttle (1988) discussed in their research that hotel guests carefully evaluate physical attractiveness, personal service, value for money, attractive image, standard of services and prospects for relaxation. De Klumbis (2002) said that design is an crucial factor of boutique hotels and one of the important reasons for guests to choose the hotel. Alaba & Okhiria (2011) evaluated the effects of decoration on patronage of hotels in the Abeokuta metropolis and found that patronage had a significant relationship with the effect of hotel decoration. Bhatnagar &

Nim (2019) found that housekeeping variable decor has a significant relationship with guest satisfaction.

e. **Laundry:** Laundry is a sub part of housekeeping department. Some hotels have IPL (In premises laundry) while some has OPL (out premises laundry). Many hotels nowadays outsource the whole laundry operation. Laundry department involves huge capital investment in the set up stage as well. Laundry clean soiled linen, clothes and does the guest valet service as well. Bhatnagar & Nim (2019) discussed about housekeeping variable laundry and found that it has significant impact on repeat business for the hotel. Deng & Burnett (2002) discussed about the housekeeping department laundry load in terms of water use in seventeen different hotels. Penner & Rutes (1985)said laundry is an important segment and consideration while planning and designing a five star hotel.

f. **Flower Arrangement:** In the absence of floral decorations, aesthetic appeal can't be thought off. The task starting from ordering the flowers, arranging them nicely till the placement of these arrangements, everything is accomplished by housekeeping department. Alaba & Okhiria (2011) said that flower arrangements are an integral part of the hotel decoration which significantly impact customer patronage. Shantha (2018) focussed on the importance of interior decoration signifying floral beautifications.

g. **Mini Bar** : Apart from the above mentioned roles, housekeeping also performs some supporting roles such as maintaining mini bar, replenishing the supplies, providing amenities, Baby sitting facility, providing first aid as and when needed. Ahmad, Ariffin, & Ahmad (2008) considered availability of

mini bar as a factor while considering hotel's services review. Lutz & Ryan (1993) reseach paper reviewed mini bar as an important service given to the guests and was included as one of the important amenity to be provided in the room facilities. Espinet, Saez, Coenders, & Fluvià (2003) also considered mini bar as an integral amenity and included in their questionnaire while evaluating effect on room prices.

h. **Excellent Housekeeping Practices:** Hotels must have best of best practices to overcome competition and achieve organizational goals (Siguaw, 1999). Outstanding housekeeping practices give an edge over others. It creates a service business different from others and marks a good brand reputation in the market. Some of the exceptional housekeeping practices involved taking care of minute details of the resident guests. Providing single lady kit, slumber kit, distress luggage arrangements, and utmost care for unwell guests, fruit baskets etc. It is required to have teams of productive, stable, and motivated housekeepers who deliver extraordinary services (Siguaw, 1999). Lewis & McCann (2004) signifies the need for excellent housekeeping practices and suggested about the importance of keeping better housekeeping methods for improving hotel services. Schall (2003) suggested array of various extraordinary services & facilities provided to the guests for better guest satisfaction and trust.

i. **Standard Operating Procedures**: The hotels need to follow a standard set of processes which certifies excellence in system. Correct step by step procedure to complete every task is mandatory to be taught to every employee. This would help in maintaining standard and quality which further facilitate in integrity of results (Prasanna, 2013). SOP helps in implementing and performing the specific hotel operations or activities of the process effectively and efficiently. Rinekasari, Jubaedah, & Sobariah (2019) findings shown that

with the development of housekeeping standard operating procedures, all the practices were simplified. Implementing standard operating procedures is one of the important practices that need to be initiated by the managers (Tas, 1983).

2.10. SUMMARY

This chapter summarizes the review of literature on Housekeeping services and practices, customer satisfaction, price and organization performance. Studies pertaining to housekeeping services in hotels and its relationship with variables like customer satisfaction and organizational performance were studied. The impact of pricing on these variables studied in the past was analyzed. The literature review on Housekeeping services in hotel industry provided secondary data information for this study highlighting the type of housekeeping services and practices in other hotels and its importance on various factors affecting business. The literature review on the relationships provided a theoretical layout for the current study. Housekeeping department is the backbone of the hotel industry. As studied in the literature, Housekeeping services is not being given much importance as being not the core revenue generating area. Majorly studies based on housekeeping are done in context to hospital housekeeping services. Very little literature is available on this subject pertaining to hotel industry. Customer satisfaction is widely discussed in service industries. Most of the studies show its direct relationship with customer loyalty. Similarly the subject of organizational performance is also widely discussed in literature but its existence in relationship with housekeeping services is negligible in the literature.

CHAPTER 3 RESEARCH METHODOLOGY

3.1. INTRODUCTION

Methodology of research is one of the significant parts to concentrate upon in a research study. Bell & Bryman (2007) had explained research plan as an approach to seek analysis of the planned relationships among factors by using scientific procedures & numerical analysis. It serves as nerve center of research and adds meaning to the research findings. Methodology includes the details of techniques and tools that have been used by the scholar to collect, organize, analyze and to interpret the data. It provides the detail of constructs and variables. Selecting a specific research plan is equivalent to selecting a direction of action. This chapter describes the research methods adopted and explains the details of tools that were applied to achieve the basic aim of this study. All the tools related to objectives of this study are based on the scientific steps of research methodology. All the tools were run under normal situation and set up. Primary data was collected based on the responses sheets received from hotels.

The next step is to prepare a blue print as how the whole study needs to progress. Based on review of literature, the main objectives of the research were developed. Qualitative methodology is seen as a substitute approach that resolves queries which possibly cannot be resolved through quantification, probability testing, random sampling etc (Camic, et al., 2003). Objectives of the study described the goals which will be answered after the analysis. Based on the review of literature and objectives, suitable hypothesis of the research was developed. Well suited research methodology was framed for analyzing the data appropriately and finding out inferences. After this, the survey approach was adopted; the study area, population and sample frame was discussed. The data collection instrument i.e., the questionnaire was discussed. Finally the statistical approach, data collection techniques were discussed to reach out inferences and find out suitable outputs. (Camic, et al., 2003) said qualitative methodology can be incorporated along with quantitative methods, that brings new

insights to data analysis. Thus, research methodology adopted has been discussed below.

This chapter is broadly classified into following sections:

- ➤ **Objectives of the Study.**
- ➤ **Development of Research Hypothesis.**
- ➤ **Research Design and Methodology**
- ➤ **Survey Approach**
- ➤ **Population and Sample Frame.**
- ➤ **Research Questionnaire Design.**
- ➤ **Content Validity**
- ➤ **Research Questionnaire Pre Test**
- ➤ **Summary.**

3.2. OBJECTIVES OF THE STUDY

As per Pinsonneault & Kraemer (1993), the objectives and aim of the study should be mainly on the basis of positivist approach having quantitative methods of investigation.

This current research work is based on following objectives:

a) To study the factors affecting housekeeping services and practices.

b) To analyze the relationship between housekeeping services & practices and customer satisfaction.

c) To analyze the relationship between housekeeping services & practices and Organizational performance.

d) To study the impact of Pricing as a moderating variables on the relationship between housekeeping services & practices and customer satisfaction.

e) To study the impact of Pricing as a moderating variables on the relationship between housekeeping services & practices and Organizational performance.

3.3. THE DEVELOPMENT OF RESEARCH HYPOTHESES

In this section, at first the factors affecting housekeeping services & practices were identified based on the review of literature and past hospitality experience of the researcher. Nine factors have been formulated which are as follows:

- Room Amenities
- Cleanliness
- Maintenance
- Decor
- Laundry
- Flower arrangement
- Mini Bar
- Excellent housekeeping practices
- Standard operating procedures

Secondly, the hypotheses were developed to estimate the effect of above identified variables on customer satisfaction & organization performance.

The effect of mediating variable was also seen in these relationships. Further hypothesis was framed to test the role of customer satisfaction as a mediator between these relationships.

Price was also seen as a dominant factor in the relationship of housekeeping services & practices with customer satisfaction and organization performance. So in the third step, hypotheses were framed to find out the impact of pricing as a moderator on these relationships.

Finally the hypotheses were developed as follows:

Hypothesis 1: There is significant impact of Housekeeping services & practices on customer satisfaction.

Hypothesis 1a: There is significant impact of Room Amenities dimension of Housekeeping services on customer satisfaction.

Hypothesis 1b: There is significant impact of Cleanliness dimension of Housekeeping services on customer satisfaction.

Hypothesis 1c: There is significant impact of Maintenance dimension of Housekeeping services on customer satisfaction.

Hypothesis 1d: There is significant impact of Decor dimension of Housekeeping services on customer satisfaction.

Hypothesis 1e: There is significant impact of Laundry dimension of Housekeeping services on customer satisfaction.

Hypothesis 1f: There is significant impact of Flower arrangement dimension of Housekeeping services on customer satisfaction.

Hypothesis 1g: There is significant impact of Mini bar dimension of Housekeeping services on customer satisfaction.

Hypothesis 1h: There is significant impact of Excellent Housekeeping practices on customer satisfaction.

Hypothesis1i: There is significant impact of Standard operating procedures dimension of Housekeeping practices on customer satisfaction.

Hypothesis 2: There is significant impact of Housekeeping services & practices on organizational performance.

Hypothesis 2a: There is significant impact of Room Amenities dimension of Housekeeping services on organizational performance.

Hypothesis 2b: There is significant impact of Cleanliness dimension of Housekeeping services on organizational performance.

Hypothesis 2c: There is significant impact of Maintenance dimension of Housekeeping services on organizational performance.

Hypothesis 2d: There is significant impact of Decor dimension of Housekeeping services on organizational performance.

Hypothesis 2e: There is significant impact of Laundry dimension of Housekeeping services on organizational performance.

Hypothesis 2f: There is significant impact of Flower arrangement dimension of Housekeeping services on organizational performance.

Hypothesis 2g: There is significant impact of Mini Bar dimension of Housekeeping services on the organizational performance.

Hypothesis 2h: There is significant impact of Excellent Housekeeping Practices on organizational performance.

Hypothesis 2i: There is significant impact of Standard operating procedures dimension of Housekeeping practices on organizational performance.

Hypothesis 3: Customer satisfaction acts as a mediator between the relationship of housekeeping services and organization performance.

Hypothesis 3a: Customer satisfaction acts as a mediator between the relationship of Room amenities dimension of housekeeping services and organization performance.

Hypothesis 3b: Customer satisfaction acts as a mediator between the relationship of Cleanliness dimension of housekeeping services and organization performance.

Hypothesis 3c: Customer satisfaction acts as a mediator between the relationship of Maintenance dimension of housekeeping services and organization performance.

Hypothesis 3e: Customer satisfaction acts as a mediator between the relationship of Laundry dimension of housekeeping services and organization performance.

Hypothesis 3f: Customer satisfaction acts as a mediator between the relationship of Flower arrangement dimension of housekeeping services and organization performance.

Hypothesis 3g: Customer satisfaction acts as a mediator between the relationship of Mini bar dimension of housekeeping services and organization performance.

Hypothesis 4: Customer satisfaction acts as a mediator between the relationship of housekeeping practices and organization performance.

Hypothesis 4a: Customer satisfaction acts as a mediator between the relationship of excellent housekeeping practices and organization performance.

Hypothesis 4b: Customer satisfaction acts as a mediator between the relationship of Standard operating procedure dimension of housekeeping practices and organization performance

Hypothesis 5: Pricing acts as a moderator in the relationship between housekeeping services and customer satisfaction.

Hypothesis 6: Pricing acts as a moderator in the relationship between housekeeping practices and customer satisfaction.

Hypothesis 7: Pricing acts as a moderator in the relationship between housekeeping services and organization performance.

Hypothesis 8: Pricing acts as a moderator in the relationship between housekeeping practices and organization performance.

Hypothesis 9: There is significant impact of customer satisfaction on organizational performance.

3.4. RESEARCH DESIGN AND METHODOLOGY

Research design is a complete process to formulate research problems, select data collection technique, process for analysis and moral necessities (Creswell, 2003). There are many different approaches for research methodologies in the arena of social sciences but the most well suited approach is the survey research approach. A survey research approach provides an inexpensive, quick, accurate and efficient means of evaluating data about the respondents (Zikmund, et al., 2003). Accomplishment of any research depends upon the choosing the right research methodology and correct research design (Hussey, 1997). Moreover the success of present method lies in the precision of the past move in a research design.

Research design is supposed to fulfill the following purposes:

(a) To provide a complete strategy before the actual data is collected (Singleton, 1993).

(b) To enable researcher to draw inferences relationship among different variable of study (Nachmias, 1976).

(c) To keep the variations under control and provide the answer to research questions of study.

The current research will study the emerging scenario of hotel industry as well as the importance of housekeeping department in relation with the customer satisfaction & the organizational performance in the hotel. It requires accurate description of

association of some variable. Hence the study will be conclusive in nature where cross-sectional design will be used.

According to Wu (2003), the research process comprises of the following stages:

- **Literature Review**
- **Theoretical Background**
- **Construction of Model**
- **Variable Operationalization**
- **Sampling Design**
- **Data Collection**
- **Investigation of Data**
- **Data Analysis.**

Each stage is described below in relation to this study:

(1) Literature Review

Literature review included the previous studies that focused on studies done in the past related to hotel industry specifically pertaining to customer satisfaction and organizational performance. All the prior studies done in the field of hotel housekeeping were studied. In addition to this some specific literature and studies were also reviewed that focused on Price in hotel industry.

(2) Construction of Model

The independent and dependent variable choice is a careful research process. This study identified the variables through literature review, theoretical foundation and the pilot study of research questionnaire. On the basis of review of literature and information available through books, a conceptual framework has been prepared to have better clarity on the dimensions to be studied. Following figure shows the framework designed

Conceptual Model

Housekeeping Services & practices

Dimensions

Housekeeping services

- **Room Amenities**
- **Cleanliness**
- **Maintenance**
- **Decor**
- **Laundry**
- **Flower arrangement**
- **Mini Bar**

Housekeeping Practices

- **Excellent housekeeping practices**
- **Standard operating procedures**

Pricing

Customer Satisfaction

Organizational performance
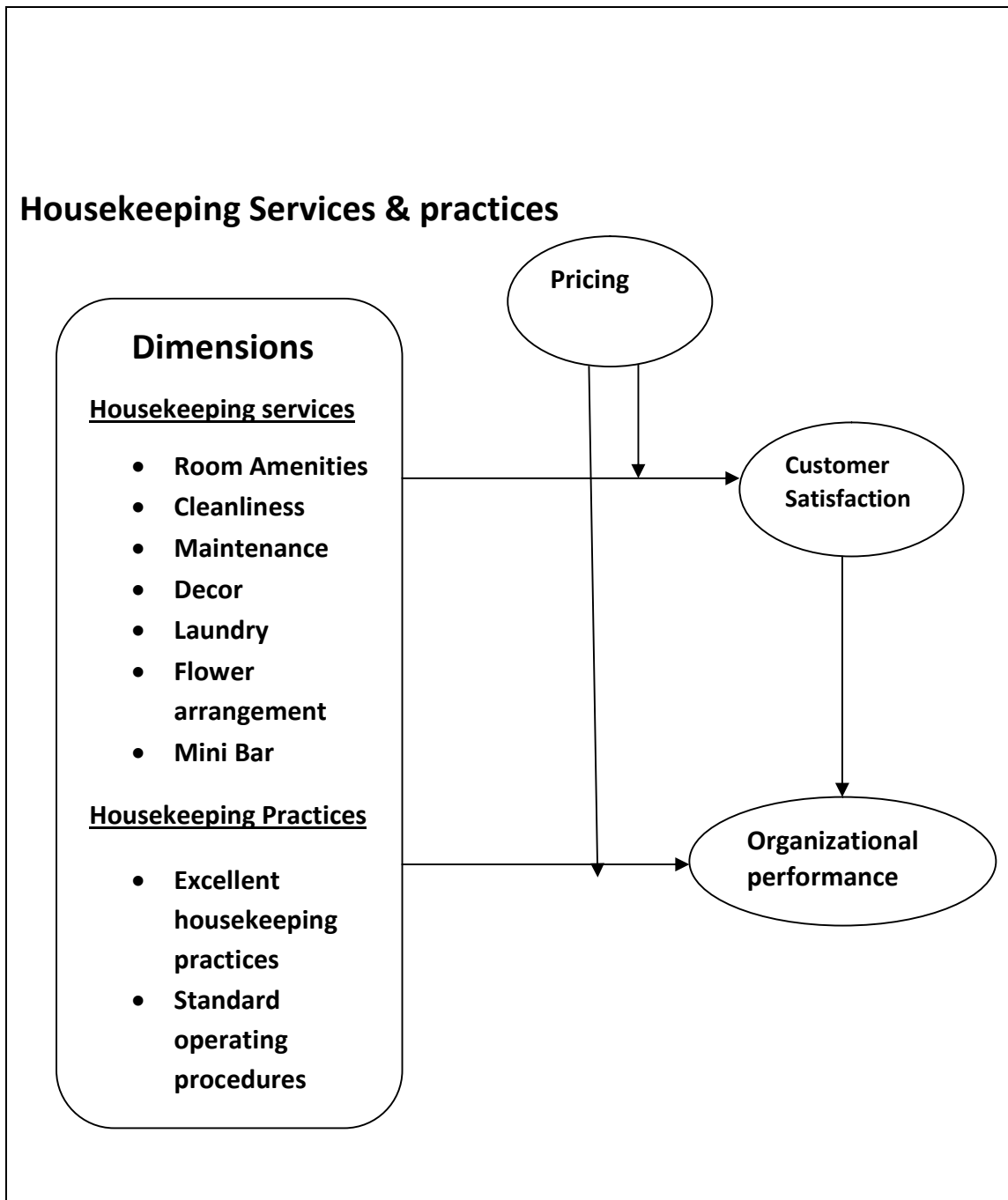
Fig 3.1 Conceptual Framework

(4) Variable Operationalization

The aim of this step was to find out the way of measurement of the identified variables. A thorough review of literature provided the base for operationalization of variables. Face validity of each variable was measured. The independent variable for the current study was housekeeping services and practices and the dependent variable was customer satisfaction and organization performance.

(5) Data Collection

This stage involved the data collection for the testing of research hypothesis. Around 30 approved and functional hotels of Chandigarh tricity was approached for the purpose of study. The hotels selected for data collection were on the basis of registered hotels under HRACC (Hotel & Restaurant Approval and Classification Committee), HRANI (Hotel Restaurant Association of North India) and hotels registered under Ministry of tourism website. Apart from registered and approved hotels under above approval committees, some more reputable hotels were considered based on their brand & reputation. Although 30 hotels were initially considered for the purpose of surveying but some hotel's management committee disapproved the collection of data from their resident guests. Only twenty hotels approved for the survey process from their resident guests. Finally a list of 20 hotels was prepared and these were shortlisted for the purpose of survey and data collection.

Following is the list of shortlisted hotels from where survey was conducted:

a. **The Taj Chandigarh**
b. **J W Marriott, Chandigarh**
c. **The Mountview Hotel, Chandigarh**
d. **The Radisson Group of Hotels, Mohali**
e. **The Oberoi's Sukhvilas, Mohali**
f. **The Park Plaza Zirakpur , Mohali**
g. **The Lalit Hotel, Chandigarh**

h. **James Plaza Hotel, Chandigarh**

i. **The Hyatt Hotel, Chandigarh**

j. **The ITC Bellavista, Panchkula**

k. **The Holiday Inn, Panchkula**

l. **The Shivalikview Hotel, Chandigarh**

m. **The Turquoise Hotel, Chandigarh**

n. **The Lemon Tree Hotel, Chandigarh**

o. **KLG Starlite, Mohali**

p. **Country Inn & Suites, Mohali**

q. **K C Residency, Panchkula**

r. **Regenta Almeida Hotel, Mohali**

s. **The Piccadilly Hotel, Chandigarh**

t. **The Parkview Hotel, Chandigarh**

(6) Investigation of Data

After the survey, data was investigated to check for any error. Afterwards the coding and editing was done and then pretested to check whether data is suitable for the test of this study. The data was put in the SPSS software for further analysis of the study.

(7) Data Analysis

The data was evaluated using SPSS and SmartPLS software. The following statistical techniques were applied:

1. To study the factors affecting the housekeeping services and practices, review of literature was analyzed for identifying important attributes most associated with housekeeping services & practices. Further, testing of these attributes was done using measurement model.

2. To analyze the relationship between housekeeping services & practices with customer satisfaction, structural model was developed for testing relationships.

3. To analyze the relationship between housekeeping services & practices with customer satisfaction, structural model was developed for testing relationships

4. To study the impact of Pricing as moderating variable with the relationship between housekeeping services & practices and customer satisfaction, Structural Equation Modeling Technique was used.

5. To study the impact of Price as a moderating variable with the relationship between housekeeping services & practices and Organizational Performance, Structural Equation Modeling Technique was used.

3.5. SURVEY APPROACH

This research study selected survey method for the testing of the hypotheses. Fowler (1993) suggested that the survey methods are most suitable to test the hypotheses developed from theory. A survey research approach provides an inexpensive, quick, accurate and efficient means of evaluating data about the respondents (Zikmund, et al., 2003). The survey was chosen to develop the general ability rather than contextual realism that has already been achieved by previous similar case studies. Most of the researches focus on collecting attitudinal, behavioral and factual data. Survey technique by means of qualitative and quantitative techniques helps to get the same data (Kerlinger, 1986). He further added that survey method helps to collect the larger information from more population in economic ways. According to Slater (1995) the information collected by survey method is almost correct as the research questionnaire is specially developed in context to research questions.

However, some disadvantages are associated with the survey technique of data collection: First, the unwillingness of respondent that results in non- response error, that can invalidate findings of the research (Kanuk, 1975).

Second is the ability of respondent to recognize the aim of the research study and provide the correct information. Linsky (1975) advised to choose the respondents that have experience and knowledge of the subject of research study.

Third, the respondents may provide the preferred answers as per the wish of researchers and affecting the accurateness of the study (Dillman, 1972).

However, these limitations can be minimized by careful planning during the development of survey research questionnaire and collecting data like; use of simple and clear language, keeping the research questionnaire short, collecting data in short period of time, avoiding suggestive answers during the personal collection of data etc. These points have been taken care for this study also.

3.6. POPULATION AND SAMPLE FRAME

Banerjee A. (2010) defined population as a complete group about which some information is required to be discovered. The selection of population is generally based on research questions that help to define the concerned population in terms of location and restriction to age, sex and particular occupation. Banerjee A. (2010) further stressed on selecting the population with almost care so that those to be included and excluded are well defined. Best (2009) described population as a group of people that have one or more characteristics in common and remain under the area of interest of researcher. Generally, researches are done for the benefit of the population.

The primary purpose of the researches is development of knowledge or principles that have universal acceptance and application. But, to study the whole population with an idea to develop generalization would be impractical if not impossible. Grounded on the dynamic nature of population, it is assumed that characteristics of population would change over the time. According to Smith-Sebasto (2000) population should be studied at the time of research and that time frame should be reported in study.

The Population for the current study was the hotels situated in the Chandigarh Tricity. According to Chandigarh Tourism Department, the total number of hotels in Chandigarh itself is 51 (having 3171 number of beds), 10 Guest houses (having 860 number of beds), 16 budget accommodation (having 1088 number of beds)

(Chandigarh Tourism, 2015). Around 40,280 foreign tourists visited Chandigarh in 2019 while 39681 tourists visited in 2018 (Tourism Statistics, 2019) .

- **Sampling Design**

A segment of whole population that is selected and chosen for the end results which could be applicable to the remaining population as well is known as a sample (Bell & Bryman, 2007). Any element in the population has an equal probability to become a sample within the population in probability sampling (Bell & Bryman, 2007). According to Sekaran (2000), probability method can be used to cover large sample area as well.

The current study had chosen probability sampling where any element had same likelihood of becoming a sample. The target population was the resident guests of the Chandigarh tricity hotels being categorized under demographic segments based on age, sex, income, purpose of visit, state of residence etc, and responses of all of them were incorporated on equal basis. Researchers are generally bound by money, time and workforce. Thus probability sampling method has been selected.

- **Sampling area**

Sampling area is the place where the researchers plans to conduct survey and gathers targeted sample unit for getting suitable responses (Banerjee, 2010). Sample area has to be carefully selected and approved. The sample area in the current study was the approved and reputable hotels of Chandigarh tricity. The samples were collected from twenty hotels of Chandigarh Tricity situated in Chandigarh, Mohali and Panchkula. The survey approach was used where face to face conversation mode was selected for getting responses from the resident guests of the hotel.

- **Sampling Unit:**

According to Banerjee (2010), the sample unit is the social object or element whose characteristics or features are the focal point of the research. The resident guests of Chandigarh tricity hotels are the sample unit in the current study. The focus of the study is to evaluate the perception of resident guests about the housekeeping services & practices of these hotels. The study incorporated the opinion of these guests about their satisfaction levels and perceived performance of the hotel they stayed in. The sample was collected from 2018 till December 2019 (throughout the time period from various domestic and foreign nationals.

- **Sampling Method**

Sampling method is the process in which sampling is carried out (Zikmund, et al., 2003). In the present study, simple random sampling technique had been incorporated to collect the data. Data was collected from any guest who was residing in these hotels. Anybody or everybody was considered equally to become a sample in the data. Thus, sampling was conducted in a random manner.

- **Sample size**

The whole population can't be surveyed all together in a specific study, which would be time consuming and cost oriented too (Sproull, 2002). As per Hair Jr, Hult, Ringle, & Sarstedt (2016), in multivariate studies where structural equation modeling techniques are incorporated, at least a sample of 200 is necessary for obtaining best results. In the present study, the total number of tourists visited Chandigarh for the year 2017 was considered for assessing the sample size of the study. The total number of tourists visited Chandigarh in the year 2017 was 14, 25,781 lakhs tourists (Tourism Statistics, 2019). Based on this number of tourists, an approximate sample size of 425 respondents was considered for the survey.

For sample size calculation, following formula have been used where the source is Malhotra & Dash (2017)

$$n = \frac{\pi(1 - \pi)z^2}{D^2}$$

Where,

D = Desired level of precision = 0.04.

π = Estimated population proportion = 0.5

(The sample size can be determined to reflect the maximum possible variation in the population. This occurs when the product is the greatest, which happens when π is set at 0.5).

z = z value associated with the confidence level of 95% is 1.96

Twenty hotels were selected for collecting the sample across Chandigarh tricity. As the guest arrivals were different in different hotels, so the number of guests selected for surveying from each hotel dependent upon guest arrival statistics of that hotel.

3.7. RESEARCH QUESTIONNAIRE DESIGN

The prime challenge of survey method is to develop a good research questionnaire that can measure the observable factors with due reliability and validity. Constructing the right and appropriate instrument for data collection is one of the big challenges in the survey process (Zikmund, et al., 2003). The research questionnaire can be finalized in two ways. In the first way researcher can construct the research questionnaire specifically for the study in accordance to research questions. In the second way research questionnaire is selected from the previous similar studies. In most of the research studies, existing instruments are used and in the case where constructs are different from previous studies, a new instrument is constructed to measure the responses. As discussed, the past studies pertaining to housekeeping department was quite limited, a new instrument was developed based on the objectives of the study.

Gilbert A. Churchill (1979), Wu (2003), defined the development of research instrument in the following steps:

1. Selection of domain to build constructs.

2. Identify the variables to correctly measure the constructs.

3. Back translation (if applicable).

4. Pilot study with respondents.

5. Amendment and removal of non-suitable variables.

6. Construction of final research questionnaire.

7. Actual survey with research questionnaire.

8. Measuring reliability and dimension ability using factor analysis or Cronbach's alpha.

9. Final specification of research questions used to operationalize the construct

This study used the quantitative structured research questionnaire for the collection of primary data. Research questionnaire was drafted based on studies of Park (2009); B.H.Ustad, (2010); Raderbauer (2011). The most of above mentioned steps of Gilbert A. Churchill (1979) have been followed for the research questionnaire of this study and are explained as below:

3.7.1. Selection of Constructs

The development of constructs is based on the objectives of the study. It aims to determine the factors affecting housekeeping services and practices, perception of guest about organizational performance, customer satisfaction and price.

In the present study, the questionnaire was divided in two sections, section A and section B.

Section A: This section is further divided into four sub sections. In the first section, questions related to housekeeping services were framed along with question related to housekeeping practices. In the second section questions on price were formulated. In the third and fourth section questions framed on customer satisfaction and organizational performance were formulated respectively. The questions framed on housekeeping services & practices were formulated on the basis of factors listed in past studies i.e. room amenities, cleanliness, maintenance, laundry, decor, flower arrangement, mini bar, excellent housekeeping practices and standard operating procedures.

Section B: In this section, questions related to demographic profile of the guest was framed. Such questions were framed to find out the profile of guests visiting these hotels.

Questionnaire measured the following constructs:

(1) Demographic profile of the resident guests of the hotels.
(2) Housekeeping services & practices
- Cleanliness
- Room amenities
- Decor
- Maintenance
- Laundry
- Flower Arrangement
- Mini Bar
- Excellent housekeeping practices
- Standard operating procedures
(3) Pricing
(4) Customer Satisfaction
(5) Organizational performance

A thorough review of literature was done to find out the main domains for constructs and to finalize the variables for these constructs.

3.7.2. Identification of Variables to Measure Constructs

Literature review helped to find out the variables, which were used by earlier research scholars. Some of these measures were modified and some new were added to make the instrument suited for this research. In reference to content validity, total 62 items were finalized to measure the above-mentioned constructs and dimensions. These variables were found appropriate to collect the required information in the context to the objectives of this study.

Variables were chosen with utmost care to tap the construct as closely as possible. The selection of close ended questions was aimed to get the information for the objectives mentioned in above section.

3.7.2.1. The Variable of Construct (1) Basic Information about the Respondents and Hotel

The construct of basic information is measured with two dimensions: basic detail of respondent and basic characteristics of participating hotel. The variables chosen were mainly based on scale used by Zikmund, Babin, Carr, & Griffin (2003). This construct had 8 items, which measure basic information of the respondents and respondent hotels in the following way:

- Age
- Gender
- Name of the hotel stayed
- Purpose of visit
- State of residence
- Occupation
- Annual Family Income

Questions in this part were of multiple choices. The respondents had to correct the right information about them. The above mentioned questions provided required information used to know about the demographic details of the resident guests.

3.7.2.2. The Variable of Construct (2) the Housekeeping services & practices

The construct was developed to identify the respondent's perception about the housekeeping services & practices pertaining in the hotel. The resident guest's point of view related to the services rendered by the housekeeping department was taken into consideration. The practices followed for efficiency in work procedures was also been identified and considered. Housekeeping is accountable for cleanliness, upkeep, decor & maintenance of the entire hotel (Bhatnagar & Nim, 2019). Pongsiri K. (2012) said establishing hospitality professional services are decisively important to hotel's performance, reputation, guest satisfaction, loyalty and finally profitability. From the previous studies of housekeeping, various constructs has been identified that comprises of housekeeping chores and functions. These studies have been discussed in the previous chapter of review of literature. As the studies pertaining to housekeeping are quite less and rarely found on Indian hotels, no well developed scale to measure housekeeping services was found in the literature. The constructs identified for measuring housekeeping services & practices were cleanliness, room amenities, decor, maintenance, laundry, flower Arrangement, mini bar, excellent housekeeping practices and standard operating procedures. Total 48 variables were selected to measure this construct. Likert scale with five points was found suitable to collect the responses of the resident guests towards their opinion about the housekeeping services rendered in the hotel where 1 represented strongly disagree and 5 represented strongly agree. The scale explored the opinions & perception of the hotel's resident guests. The items of the construct of housekeeping services & practices are listed as below:

Cleanliness

➢ Rooms are spotlessly clean

➢ Rooms are comfortable and cozy

➢ The standard of cleanliness is high in the hotel.

➢ The standard of hygiene and sanitation is maintained everywhere in the hotel

➢ Linen is always spotlessly clean

➢ Bathroom is always appropriate cleaned and sanitized.

Room Amenities

➢ My room is very well equipped with guest amenities. (e.g. hangers, shoe polish, stationery etc.)

➢ Expansive range of high quality bathroom amenities is available. (e.g. bathroom slippers, bubble bath, bath gel, moisturizer, shaving balm etc)

➢ Varieties of towels pertaining to specific needs are available.

➢ Good quality of iron and iron board is available on request

Laundry

➢ I often use laundry service in the hotel.

➢ Laundry service is of good quality

➢ Express valet laundry service is efficient.

➢ Laundry staff is efficient.

➢ The process of issuing and delivering laundry is simple and effective.

Maintenance

➢ All types of lights are functional in the room

➢ All wall and ceiling coverings are in excellent condition with minimal wear and tear.

➢ Well maintained fixture and fittings which is well coordinated with decor is installed.

- ➢ Shower heads is in sound working condition offering adequate pressure and height
- ➢ Room has functional equipments. (e.g. tea coffee maker, hair dryer, electric shaver etc)
- ➢ There is no sign of water leakage through walls and fittings
- ➢ All the guest maintenance problems are rectified quickly in the hotel.

Decor

- ➢ Hotel has good structural and architectural design.
- ➢ Hotel has excellent interior design with high attention to detail.
- ➢ Rooms are spacious offering good space for seating, writing and sleep.
- ➢ Hotel has good quality of floor coverings well coordinated with decor theme. (e.g. non slip, waterproof etc)
- ➢ Excellent quality of comfortable lounge furniture in good condition is placed in lobby.
- ➢ Hotel has good quality of furnishings, well balanced with the decor theme. (e.g. curtains, bed spread cushions etc.)
- ➢ Soothing and relaxing
- ➢ colour theme is used throughout the hotel.
- ➢ Hotel entrance is quite exquisite and lavish.
- ➢ Decor is simple, elegant and more practical

Flower arrangement

- ➢ Flower arrangements are suitably placed everywhere in the hotel.
- ➢ Flowers arrangements are helpful in revitalizing the atmosphere in the hotel.
- ➢ Flower arrangements look attractive in the hotel.
- ➢ The flower arrangements are well balanced with the decor and theme.

Mini bar

- ➢ Good selection of appropriate mini bar items is available.
- ➢ Mini bar items are affordably priced
- ➢ Mini bar items are fresh and not expired.

Excellent Housekeeping Practices

- ➢ Aromatic lamps with sleep oils are lit in the room during evening service for good sleep.
- ➢ During regional festivals/ occasions, small takeaway souvenirs are kept in the room.
- ➢ Single lady kit (safety pins, sanitary pads etc) or distress kit (T-shirt, sleepers, Bermuda etc) in case of lost luggage are provided on request
- ➢ Hotel is well decorated as per the theme of upcoming festival /occasion

Standard operating procedures

- ➢ The cleaning procedure is well designed.
- ➢ I see similar practices whenever I stay in same brand hotel in other cities as well.

3.7.2.3. The Variable of Construct (3) Prices

Price has been observed as a moderating variable between the relationship of housekeeping services and customer satisfaction and with organizational performance. To identify this, following items were prepared to validate their relationships. The price-ending strategy initialized by a hotel can considerably impact the profitability of a hotel management (Collins & Parsa, 2006). According to Bojanic (1996), it is essential for hotels to use room tariff or price as a way to increase actual revenue relative to potential revenue. In low demand season, prices can be lowered vice versa in high demand prices can be increased to achieve maximum profitability. Total 4 variables were selected to measure this construct. Likert scale of five points

was used for collecting information where 1 denotes strongly disagree and 5 denotes strongly agree. The resident guests of the respective hotels were asked to report their opinion about the prices of that respective hotel.

Pricing

- ➤ Prices are quite affordable in the hotel
- ➤ Hotel offers value for money
- ➤ Pricing is appropriate and reasonable in the hotel
- ➤ Other additional services are reasonably priced.

3.7.2.4. The Variables of construct (4) Customer Satisfaction

Customer satisfaction has been widely discussed around the literature. Satisfaction of customers is more prevalent in the service industries specially hospitality and airlines. Xiang, Schwartz, Gerdes Jr, & Uysal, (2015) suggested that hotel's dissatisfied guest speaks more about their bad experiences to others as compared to good ones. Total 5 variables were selected to measure this construct. Likert scale of five points was used for collecting information where 1 denotes strongly disagree and 5 denotes strongly agree. The resident guests of the respective hotels were asked to report their opinion about their satisfaction level pertaining to the services provided by the hotels. To identify the relationship among housekeeping services & practices and customer satisfaction, following items are framed:

Customer satisfaction

- ➤ I am having a pleasant stay in the hotel
- ➤ I am likely to stay in the hotel again in subsequent travels.
- ➤ I am likely to recommend the hotel to my friends and relatives.
- ➤ I am satisfied with the services of Housekeeping department.
- ➤ Guest requests are considered priority in the hotel

3.7.2.5. The Variables of Construct (5) Organizational performance

One of the prime areas of concern in any business is its performance. There are many studies found in the literature based on organizational performance. Mutindi (2013) said that organizational performance is associated with the in general productivity, stock turnover, market share and profitability. Total 4 variables were selected to measure this construct. Likert scale of five points was used for collecting information where 1 denotes strongly disagree and 5 denotes strongly agree. The resident guests of the respective hotels were asked to report their perception about the performance of the hotel. To identify the relationship among housekeeping services & practices and organizational performance, following items are framed:

Organizational performance

 ➤ The quality of product, services and programs are quite efficient in the hotel.
 ➤ Hotel has the ability to attract guests.
 ➤ Hotel has the ability to retain guests.
 ➤ Advance bookings have to be done to get rooms in the hotel.

3.8. CONTENT VALIDITY

Content analysis was done with the guidance of three expert academicians and two hoteliers. Hotel professionals and academicians were invited to give their comments on draft of the research questionnaire.

Table 3.2: List of Experts Consulted for Content Validity

Sr.no.	Name	Designation	Company
1.	Ishroop Kaur sachdev	Sr. lecturer	Dr. Ambedkar Institute of Hotel Management, Chandigarh (Govt institute under national council for

			hotel management)
2.	**Vikash Parsad**	**Lecturer**	**IHM Kolkata (Govt institute under national council for hotel management)**
3.	**Savita Daga**	**Lecturer**	**IHM Dehradun (Govt institute under national council for hotel management)**
4.	**Mr. Jitender Malik**	**Front office Manager**	**Hotel Parkview Chandigarh**
5.	**Mr. Kulwinder Singh**	**Front office Supervisor**	**Hotel Parkview Chandigarh**

The questionnaire was pretested in two stages to check the content validity. In the first stage questionnaire was evaluated by three academicians in the month of June 2018.

In second stage, questionnaire was evaluated by two managers from hotel industry in July 2018. The researcher took prior appointments from managers according to their convenient time so that thorough feedback can be gathered. The respondents were encouraged to put the remarks against the variables that were not clear to them.

Most of the experts mentioned that research questionnaire is easy to understand, but some recommended few modifications in some questions. Overall, some problems had been identified in common in both the stages.

Therefore, some changes were made in the wordings of some questions. The statement "The room occupancy rate has increased over the past years" was changed to "Advance bookings have to be done to get rooms in the hotel". Some items were deleted as the respondents were found to be incapable of answering them. These items were "An increase in efficiency of housekeeping will lead to increase in room sales"

and "Housekeeping services and practices are incremental in achieving organizational performance".

Several other suggestions, criteria and expert advices were also incorporated in framing of the questionnaire. The final questionnaire for data collection was developed keeping in view the following criteria:

(a) The statements should use simple language to make questions easy to understand.

(b) The statements should express both positive and negative views of respondent about dimensions.

(c) The statement should be capable to present the clear information about the dimensions of study.

(d) Statement should provide only one interpretation.

Based on the content analysis, 62 variables were finalized for the instrument,

The process of content validity remained effective as it helped to find out the errors and ambiguity in research questionnaire. Based on the result of this evaluation, the main aim of research questionnaire was found satisfied regarding collection of the required facts for the objectives of this research study.

3.9. RESEARCH QUESTIONNAIRE PRE-TEST

The aim of pre-testing the research questionnaire was twofold:

(1) To find out the reliability of variables

(2) To find out whether all questions were easy to understood and if the wording require any improvement.

Literature review helped to generate the list of variables for the measurement of construct of this study. All the variables whether taken from different studies and

were framed in a scale format to make the questionnaire uniform, easier and quicker for respondents and to avoid response bias.

3.10. SUMMARY

This chapter had identified the purpose of study in addition to research hypotheses, research design and methodology, survey approach, sample frame, research questionnaire design, statistical approach etc. The chapter gives the detail of research processes that were adopted to collect the valid and reliable data. The self-constructed quantitative research questionnaire with Likert scale of 5 points was applied to collect the responses. The careful planning in designing the research questionnaire and pre testing were targeted to assure the collection of correct data. The collected data was coded and then analyzed by using SPSS 22.

CHAPTER 4: DATA ANALYSIS

4.1 INTRODUCTION

In the last chapter, appropriate research methodology was discussed to derive out suitable course of action to analyze and find out the inferences. An evaluation and analysis of the proposed research methodology is discussed in the present chapter. An analysis of the proposed research methods are conducted and discussed. Various techniques and statistical tools are applied as per the research methodology to find out the conclusion for assessing the objectives of the study.

This chapter is divided into the following sections:

- **Introduction**
- **Pilot Study**
- **Main Survey Study:**
  - **Demographic Profile of the Respondents**
  - **Missing Data Treatment**
  - **Outlier Examination**
  - **Normality**
  - **Homoscedasticity**
  - **Multicollinearity**
- **Structural Equation Modeling**
  - **Measurement Model**
    - **Indicator Reliability**
    - **Internal Consistency Reliability**
    - **Convergent Validity**
    - **Discriminant Validity**
  - **Structural Model**
    - **Path Estimation**

- **Coefficient of Determination**
- **Predictive Relevance**
- **Goodness of Fit Index**
  - ➢ **Mediation Analysis**
  - ➢ **Moderation Analysis**
  - ➢ **Summary**

Initially the screening was done by conducting pilot study of the data. After that further screening of the data was conducted by using treatment of outlier examination, missing data treatment, normality, multicollinearity and homoscedasticity. After screening of the data, the demographic profile of the respondents was discussed through graphical representation. After this, inferential analysis was conducted using the PLS (Partial least squares) software by testing the reliability and validity of the instrument. PLS is a variance-based structural equation modeling technique which had become quite admired in recent times especially in management areas and social sciences (Nitzl, et al., 2016). Indicator reliability was conducted to confirm the consistency, accuracy and wipe out the possibility of biasness. To test the convergent and discriminant validity of the instrument, measurement model was developed. A depiction of structural equation modeling (SEM) was done to show the relationships among different variables. The structural equation modeling results further described about the relationships in detailed form. The hypothetical relationship among the constructs was analyzed. After this the mediation and moderation variables were measured separately in different structural models.

4.2. PILOT STUDY

Pilot study is an indispensable part in making a reliable instrument for achieving the appropriate results. Before collecting complete data, pilot study is conducted with partial data to assess the instrument. The pilot study for the present study was conducted in the month of August 2018. The pilot study was performed to assess various elements in framing up of the questionnaire e.g. questions wordings, familiarity with respondents, response rate, testing sequence of questions etc. It also

helps in validating content validity and reliability. Initially sample size of 60 was considered for conducting pilot study. The survey was conducted among resident guests of different hotels of Chandigarh tricity. The respondents suggested corrections which were incorporated and ensured the accuracy of face validity. The process of pilot testing had shown that on an average, a respondent required around 10 to 15 minutes to fill the survey questionnaire. Cronbach's alpha was used for testing the reliability of the instrument, which ensured that measures were free from error and delivers appropriate results (Cronbach, 1951). Table 4.1 shows the results of the reliability test conducted for the pilot testing. The values for the reliability test were above the recommended threshold value of 0.7. However there were some items which were totally removed during the pilot testing. Housekeeping services like "Baby sitting", "First aid" were completely removed from the questionnaire as these services are not popularly given by hotels in Chandigarh tricity. There were lots of missing responses in these items as the respondents never utilized such services in surveyed hotels.

Table 4.1: Pilot study reliability test

Sr. No.	Construct	Item	Reliability
1.	Cleanliness	7	0.985
2.	Room Amenities	11	0.978
3	Laundry	7	0.967
4	Maintenance	8	0.972
5	Decor	15	0.980
6	Flower Arrangement	6	0.944
7	Mini Bar	3	0.975
8	First Aid	3	0.727
9	Price	4	0.975
10	Customer Service	6	0.977
11.	Organizational Performance	6	0.934

4.3. MAIN SURVEY STUDY

4.3.1. Demographic Profile of the Respondents

According to Phillips, (1981) and Sharfinan, (1993) as cited by Wu, (2003) single key informant can create response bias by self-reported reviewing. These researchers further suggested including multiple respondent from the same organization to avoid this type of response bias. Huber (1985) suggested some care in choosing the key respondent that may reduce the response biasness as mentioned above. This study has tried to include the multiple respondents from the selected hotels to minimize the response bias. The demographic details of the respondents were collected through the survey from the questionnaire. The personal details of the guest were shown through different graphs as follows:

- **Age group of the residents guests**
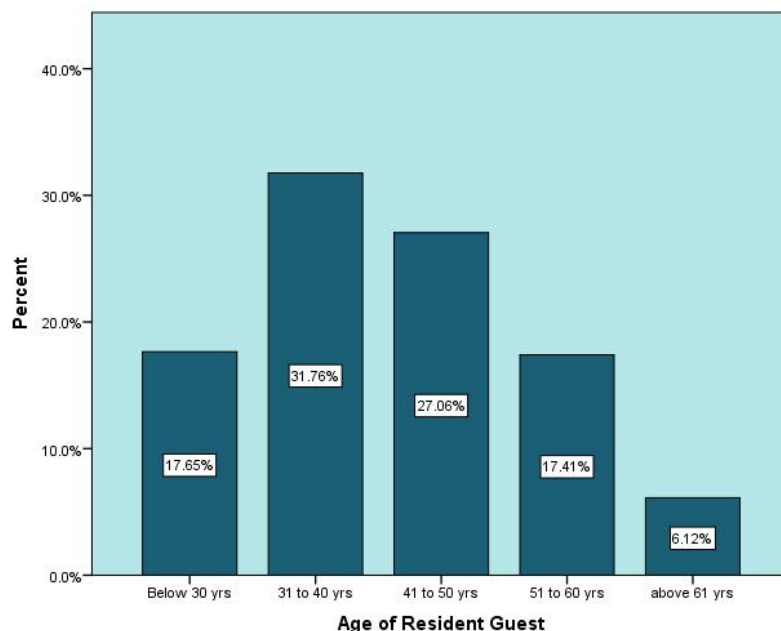
Figure: 4.1 Age of the residents guests

Figure 4.1 shows the age of the resident guest from whom the survey had been collected. Out of the total 425 responses, around 31.76% of respondents were in the

age group between 31 yrs to 40 yrs whereas within the age group 41 yrs to 50 yrs, there were around 27.06%. This shows that collectively around 58.82% i.e more than half of the total resident guests were of middle age group. Around 17.65% of the respondents belonged to age group below 30 yrs. Similarly 17.41% of the respondents were between 51 yrs to 60 yrs. The minimum 6.12% of the respondents were above 61 yrs of age. Very few respondents were above 61 yrs. Chandigarh as considered to be a corporate destination, more number of respondents belonged to middle age group and very few below 30 yrs and above 61 yrs of age were observed in the survey.

- **Purpose of visit -**
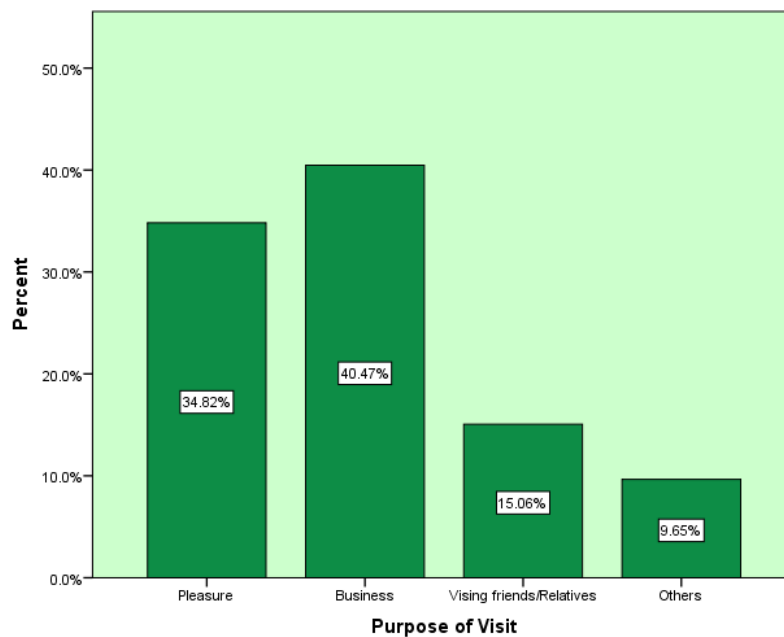
Figure: 4.2 Purpose of visit

Figure 4.2 shows the purpose of visit of the resident guests. Out of total 425 respondents, it was found that 40.47% of the resident guests came for the purpose of business. 34.82% of the resident guests visited the destination and stayed for the purpose of pleasure and recreation. Around 15.06% were residing in the hotel for visiting friends, relatives or marriage parties etc, whereas 9.65% of the respondents were staying in the hotel for some other varied reasons. This clearly shows that

majority of the residents guests were staying in the hotel for the purpose of business and official purposes. The second most frequent reason for purpose of visit of the guest was observed as pleasure. As Chandigarh is near to the tourist destinations of Himachal Pradesh, it may be considered as a one night halt for most of the domestic and foreign tourists.

- **Occupation of the resident guests-**
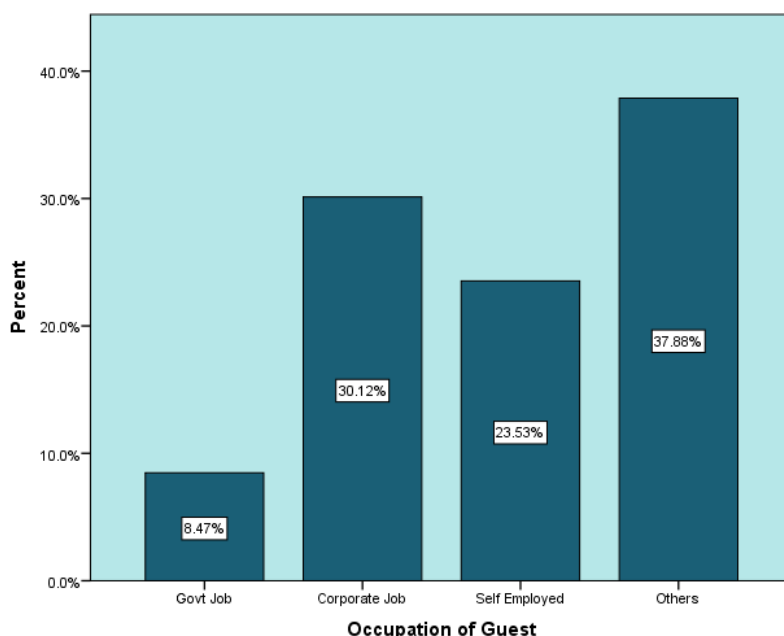
Figure: 4.3 Occupation of the resident guests

Figure 4.3 shows the occupation of the resident guests. Most of the respondents and the resident guests of the hotel belonged to the corporate jobs (30.12%) and others occupations (37.88%). Around 23.53% of the resident guests were self employed and had their own businesses. Around 8.47% of the resident guests were in the government jobs. This shows that majorly people staying in these surveyed hotels are in corporate jobs and self employed. Very few respondents visiting these hotels are from govt. jobs.

- **Annual Family income of the resident guests-**
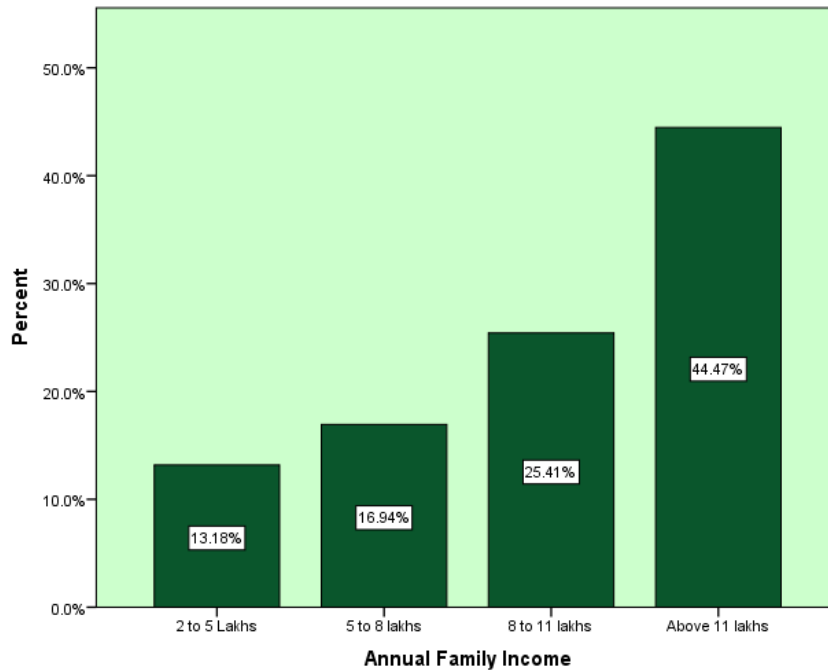
Figure: 4.4 Annual Income of the resident guests

Figure 4.4 shows the annual income of the resident guests. As per the results of the survey, it was found that majority of the resident guests who visited the sampled hotels were having an annual income of above 11 lakhs. As majorly 3 star, 4 star and 5 star hotels were considered in the survey, we have seen that 44.47% the resident guests who visited these hotels has an annual income of above 11 lakhs. Around 25.41% of the resident guests had an annual income between 8 to 11 lakhs. There were 16.94% of respondents having an annual income between 5 to 8 lakhs. The minimum 13.18% of the resident guests were in-between the income 2 lakhs to 5 lakhs. This clearly shown that higher income group of people have generally visited and stayed in these hotels.

- **State of residence of the resident guests-**
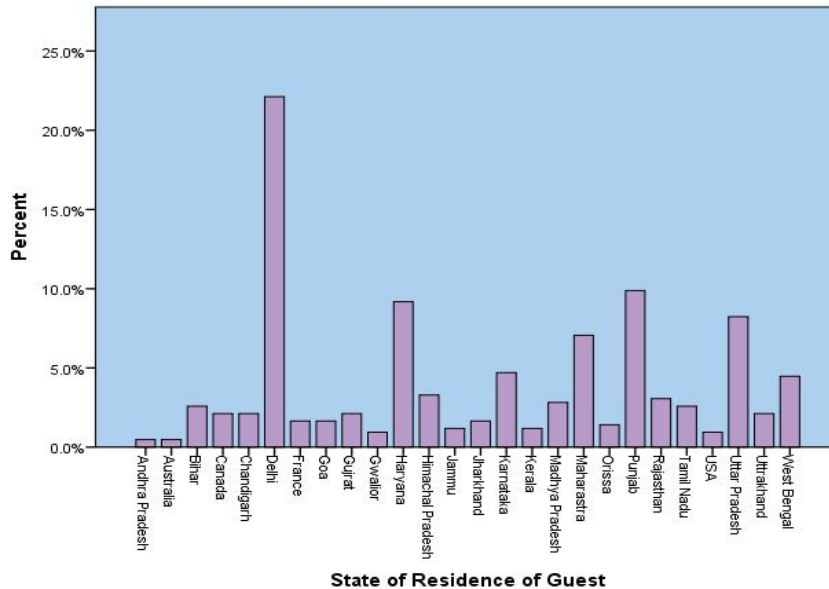
Figure: 4.5 State of residence of the resident guests

Figure 4.5 shows the state of residence of the surveyed guests. The resident guests were from various states around India and few foreign nationals were also been surveyed. Out of 425 respondents, maximum number of resident guests who stayed in the surveyed hotels belonged to Delhi (around 23%). The foreign nationals belonged to Canada (2%), Australia (0.5%), France (1.5%) and USA (1%). The resident guests were found to be from twenty two different Indian states. Apart from Delhi, most of the respondents were from Haryana, Punjab, Uttar Pradesh, Maharashtra and West Bengal. Very few respondents were found from the state of Andhra Pradesh, Orissa, Jammu and Kerala.

- **Gender of the respondents -**
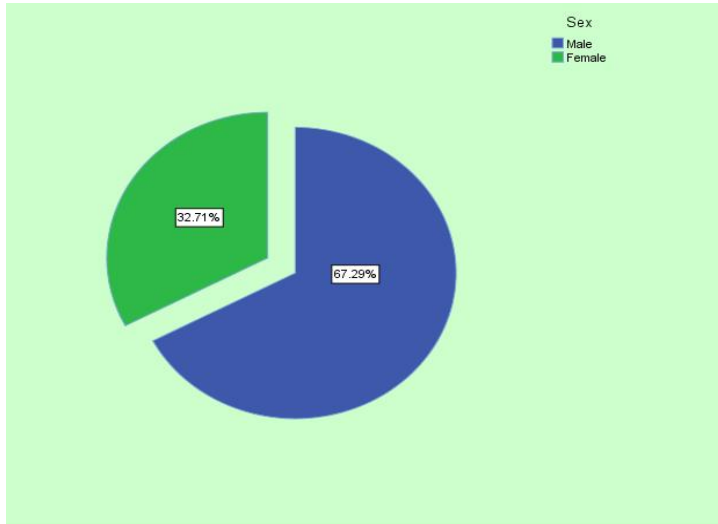
Figure: 4.6 Gender percentages

Figure 4.6 demonstrates the percentages of men and women participated in the survey. Most of the participated respondents were male 67.29 %, female represented rest responses 32.71%. This study was targeted to the resident guests of the hotels. Majority of the guest surveyed were male as compared to fewer responses from females. This also depicts the number of the resident guests were more male guests as compared to female guests.

4.3.2. Missing Data Treatment

It is an important to verify the feedback of the respondents as after the demographic profile of the respondents have been explained. Missing data is a big problem in survey process. This problem generally arises when the respondents do not answer few questions within the questionnaire during the collection of data for survey. Fidell & Tabachnick (2003) said missing data is a challenge in the data analysis procedure. Also Bajpai (2011) suggested that it is difficult to get complete data during data collection survey. Missing data creates lot of statistical problems in data analysis. Cordeiro, Machás, & Neves (2010) suggested that statistical power is reduced if

sample size is reduced due to missing data. Thus it is noted that if explanation of missing data are not adjusted properly than the diminution of sample produces insufficient data for overall analysis, the results obtained from it could lead to flawed interpretations.

So as to solve the problems of missing data Jr & Black William C (2006) suggested certain steps to follow for the same:

- Find out the kind of missing data
- Look at the level of missing data
- Find out the randomness of missing data
- Finally carry out the treatment

Efron & Tibshirani (1994) suggested the bootstrap methods for missing data, their association to the theory of multiple imputation and efficient ways of executing them. Furthermore, Van Buuren (2018) also said that missing data pose challenges to real-life data analysis.

While conducting the survey, scholar did not find any item in data survey process which is not answered by the respondents. All the items were being answered by the respondents.

Therefore, there were no missing data occurrences and hence no treatment has been applied.

4.3.3. Outliers Examination

According to Aggarwal (2015) an outlier is an observation during data collection that diverge too much from the other observations so as to arouse suspicion that it could have been generated by a different mechanism. Jr & Black William C (2006) said that an outlier is observations during data collection which is very different from other observations. Most of the analyst agrees that outliers lead to non normality of data and imprecise results (Tabachnick & Fidell, 2007).

There are four main reasons behind outliers (Tabachnick & Fidell, 2007):

1) Incorrect data entry could be the reason.

2) Inappropriate specification of codes for missing values

3) Putting entry of those observations which is not part of population.

4) There are extreme values of the variables included in the population than normal distribution.

The distribution for the variable in the population which is included has extreme values than the normal distribution.

As per Kline (2005), the outliers are of two types:

- Univariate outliers: It is an extreme value on a single variable.
- Multivariate outliers: It is a combination of extreme values in two or more variables.

As per Jr & Black William C (2006), "if a score in a small sample size (i.e. 80 or lesser), is 2.5 or beyond, while for bigger sample standard score can be up to 4 while value more than 3.0 standard deviations away from the mean is regarded as an outlier."

In the present study, items were combined together to symbolize single variable for identification of univariate outliers. Using SPSS software, the data values of every observation were changed to standardized score also known as z-scores (Tabachnick & Fidell, 2007). Table 4.2 represents the univariate outliers in the data set.

Table 4.2: Univariate Outliers

Sr. no.	Variable	Case of Outlier	Standardized values i.e. z-scores > 3.0
1	**CL**	45	-3.07792
		46	-3.32511
		64	-3.81948
		98	-3.07792

		105	-3.07792
		106	-3.07792
		117	-3.07792
		119	-3.07792
		122	-3.07792
		123	-3.07792
		124	-3.07792
2	**RA**	27	-3.16712
		88	-3.16712
		89	-3.16712
3	**L**	14	-3.30609
		24	-4.22265
		60	-3.30609
		109	-3.00057
4	**MT**	14	-4.56786
		19	-3.03683
		120	-3.03683
5	**EHKP**	No case	---
6	**MB**	16	-3.50814
		173	-3.50814
		185	-3.50814
		186	-3.50814
		187	-3.50814
7	**SOP**	12	-3.36063
		424	-3.36063
		425	-3.36063
8	**FA**	13	-3.0115
		18	-3.0115
9	**DC**	6	-3.02561
		33	-3.45225
		120	-3.02561

		421	-3.45225
10	PR	215	-3.10678
		220	-3.10678
		222	-3.10678
		226	-3.10678
		227	-3.10678
11	CS	13	-3.3005
		18	-3.3005
		102	-3.3005
12	OP	12	-3.07525
		424	-3.07525
		425	-3.07525

Considering the multivariate outliers, which were observed through Mahalanobis D^2 measure which is multidimensional version of z-score (Fidell & Tabachnick, 2003). Through this method it could measure every observations distance from the mean in multidimensional space and also gives a single value. If D^2/df surpass value 2.5 in smaller sample and 3 or 4 in larger sample it is measured as an outliers. Also, statistical test of significance is used with Mahalanobis distance measure. Larger D^2 value for a case results in smaller corresponding probability value, probable to be measured as an outlier (Fidell & Tabachnick, 2003).

In the present research, to estimate the Mahalanobis D^2 value using SPSS software, linear regression method is used. Tabachnick & Fidell (2007) discussed that if D^2/df value is above 3, it might be considered as possible outlier. In the following multivariate outlier detection table 4.3, case no 6, 14, 46, 64, 185 and 187 has shown the value of D^2/df as more than 3, so all them have been considered as multivariate outliers. As per Jr & Black William C (2006) suggested that unless an outlier is deviating from the inferences, it can be kept in the analysis. Although Tabachnick & Fidell (2007) said that the outlier could be retained if they were found to be

problematic, until they are not going to distort the results. Considering these it was decided to retain the outliers found in table 4.2 and table 4.3.

Table 4.3: Multivariate Outlier detection

Count	Case of Outlier	Mahalanobis D2	D2/df
1	6	31.59579	3.16
2	14	43.48699	4.35
3	46	39.72414	3.97
4	64	35.553	3.56
5	185	30.07033	3.01
6	187	30.32622	3.03

A graphical method is also applied for detecting multivariate outlier using box plot. The graph in the figure 4.7 indicates that 39 cases had been found as mild outlier with inter quartile range more than 1.5 whereas only one observation was seen as an extreme outlier having inter quartile range more than 3.
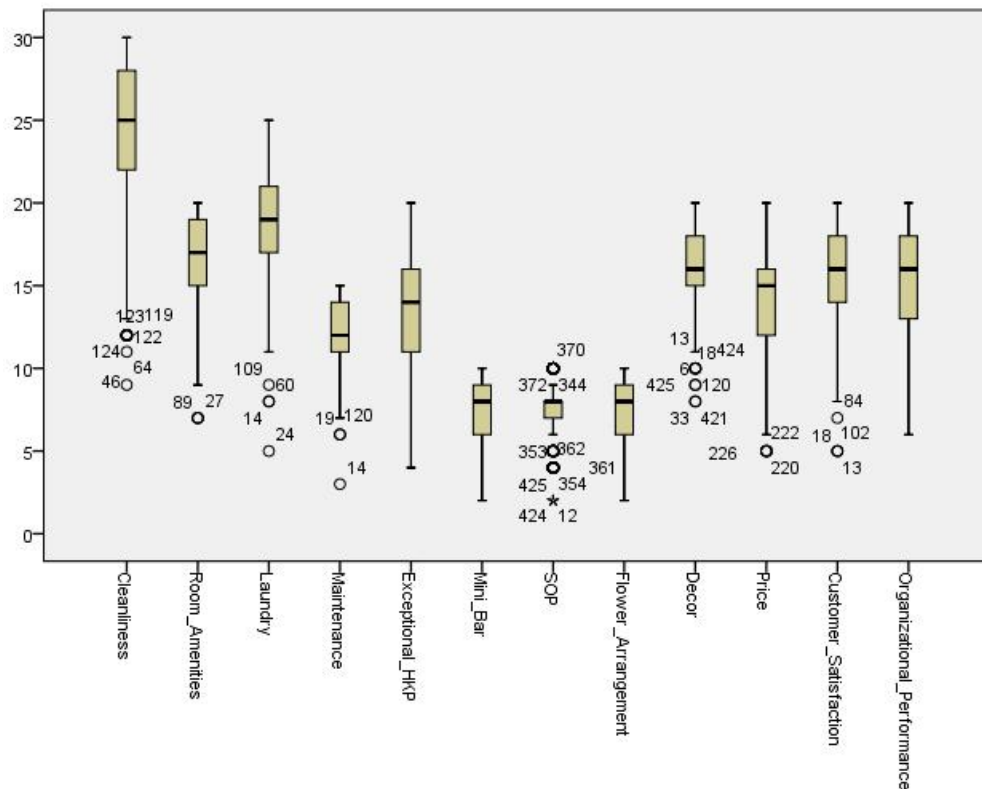
Figure 4.7: Box-Plot for identification of outliers

4.3.4. Normality

The basic supposition in the multivariate analysis is the normality of data (Fidell & Tabachnick, 2003). Normality is the normal distribution of data exhibiting that the data occurrence closer to the mean are more as compared to the data far from the mean. It will be shown as a bell curve in the graphical representation. The distribution of data in each item is assumed to be normally distributed. Jr & Black William C (2006) said that "if the variation from the normal distribution is satisfactorily large, all statistical test are invalid, because normality is required to use the F and t statistics". Tabachnick & Fidell (2007) suggested that through graphical methods or statistical methods, the form of normal distribution can be determined. Further bell shaped curve in graph determines normality of the variable.

The Kolmogorov-Smirnov test should be applied for testing the fitness of a sample to distributions with other parameters. It was suggested as it suits good as compared to

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the other tests mentioned for testing the normal distribution of data (Miot, 2017). As per Dixon & Massey Jr (1951), "the Kolmogorov-Smirnov test is based on the maximum difference between a hypothetical and an empirical cumulative distribution". Ghasemi & Zahediasl (2012) suggested that Shapiro-Wilk test is the wise tool to test the normality of data.

Kolmogorov-Smirnov and Shapiro-Wilk statistics were analyzed for each variable. The results for the same were shown in Table 4.4. Result indicated that the null hypothesis of data being normal is rejected. Hence, data was not normally distributed and method of PLS Structural Equation Modeling was applied which does not assume normality of data.

Table: 4.4. Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Cleanliness	.131	425	.000	.894	425	.000
Room_Amenities	.150	425	.000	.880	425	.000
Laundry	.155	425	.000	.943	425	.000
Maintenance	.150	425	.000	.932	425	.000
Exceptional_HKP	.116	425	.000	.965	425	.000
Mini_Bar	.197	425	.000	.923	425	.000
SOP	.192	425	.000	.919	425	.000
Flower_Arrangement	.186	425	.000	.941	425	.000
Décor	.128	425	.000	.950	425	.000
Price	.128	425	.000	.949	425	.000
Customer_Satisfaction	.124	425	.000	.941	425	.000
Organizational_Performance	.150	425	.000	.946	425	.000

a. Lilliefors Significance Correction

4.3.5. Homoscedasticity

Homoscedasticity describes a position where the sequence of random variables appears to have the same constant finite variance. It is a situation where relationship between the dependent variables and the independent variables is same across all values (Tabachnick & Fidell, 2007). As per Fidell & Tabachnick (2003), it is a pre requisite in multiple regressions to have data with assumption of equal variance.

If the data is not homoscedastic, it is known to be heteroscedastic. In multivariate analysis, a heteroscedastic data can create compound problems (Jr & Black William C., 2006). Higher error in dimension at some level in independent variable can lead to heteroscedasticity (Fidell & Tabachnick, 2003),

According to Jr & Black William C (2006), Levene's Test of equal variance is the most appropriate method of detecting the homoscedasticity. Fidell & Tabachnick (2003) also suggested the use of levene test for homogeniety of variances. Therefore, levene test has been used to examine the homoscedasticity. In the table 4.5 levene test has been computed through SPSS software. As per the analysis, most of the values obtained through the test were found to be above the threshold significant value of 0.05 except in two variables cleaniness and room amenities. This suggests that variance across the variables was equal in most of the variables. Hence, this shows that homogenity of variance is not been violated. According to Field (2006), Levene's test can be used for large sample size and it is considered to be significant. This present research has a sample size of 425, so this test is considered to be significant for analysis.

Table 4.5: Homoscedasticity

	Levene Statistic	df1	df2	Sig.
Cleanliness	5.720	1	423	.017
Room_Amenities	6.369	1	423	.012
Laundry	3.340	1	423	.068
Maintenance	2.786	1	423	.096

Exceptional_HKP	1.672	1	423	.197
Mini_Bar	.967	1	423	.326
SOP	.828	1	423	.364
Flower_Arrangement	.879	1	423	.349
Décor	.467	1	423	.495
Price	1.700	1	423	.193
Customer_Satisfaction	.390	1	423	.532
Organizational_Performane	3.513	1	423	.062

4.3.6. Multicollinearity

Multicollinearity is found when more than three or at least three independent variables are observed correlated to each other in the correlation matrix (Field, 2006). Fidell & Tabachnick (2003) said multicollinearity is a problem which makes it complex to observe the involvement of each independent variable. With high level of multicollinearity, separate variance clarified by independent variable is reduced (Jr & Black William C., 2006). Also, higher multicollinearity values limit the size of regression value and its results. Therefore highly correlated variables must be detected as a measure. Such variables must be deleted for better results.

According to Fidell & Tabachnick (2003), common method of detecting the intensity of multicollinearity is by calcuting the tolerance effect or Variance Inflation Factor (VIF). The VIF is inversely related to the tolerance. According to Pallant (2007), the lower tolerance and larger VIF indicate the presence of multicollinearity. According to Hair Jr, Hult, Ringle, & Sarstedt (2016), Variance inflation factor (VIF) determines the intensity of the collinearity among the indicators and the acceptable value of VIF must be less than 5. In the present research, VIF has been calculated by running a regression analysis taking all variables as independent variables and choosing

Organizational Performance as dependent variable. As shown in table 4.6, the results indicated that all the values of VIF were less than 5. Therefore, multicollinearity was not an issue in the analysis.

Table 4.6: Test for Multicollinearity

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.790	.781		-1.012	.312		
Cleanliness	.063	.034	.083	1.870	.062	.362	2.761
Room_Amenities	.064	.036	.064	1.759	.079	.543	1.841
Laundry	.117	.032	.124	3.676	.000	.633	1.581
Maintenance	.057	.055	.036	1.032	.303	.580	1.725
Exceptional_HKP	.182	.032	.203	5.614	.000	.552	1.811
Mini_Bar	-.164	.065	-.083	-2.522	.012	.665	1.505
SOP	.087	.072	.045	1.212	.226	.519	1.927
Flower_Arrangement	-.215	.063	-.124	-3.383	.001	.541	1.849
Décor	.182	.057	.138	3.163	.002	.376	2.658
Price	-.013	.033	-.012	-.383	.702	.697	1.434
Customer_Satisfaction	.492	.046	.514	10.686	.000	.311	3.213

a. Dependent Variable: Organizational Performance

4.4. STRUCTURAL EQUATION MODELING

Structural Equation Modeling (SEM) technique was used to analyze the data. SEM is known to be the future statistical technique. It provides simultaneous modeling of relationships among many dependent and independent constructs (Gefen, et al., 2000). Partial Least Square (PLS) based software SmartPLS 2.0 was used for interpreting the

results. Measurement Model and Structural Model were the two models used for assessing the data.

4.4.1. Measurement Model

The measurement model is used to express the relationship between latent construct with related indicator variables while the structural model represents the relationship among constructs (Chin & Newsted, 1999). Structural model estimates and defines measures of the relationships (Hair Jr, et al., 2016). The most important measurement model metrics are internal consistency reliability, discriminant validity and convergent validity.

4.4.1.1. Indicator Reliability

An appropriate validity and reliability of the instrument for surveying is an important step. As per Jr & Black William C (2006), it is called as testing of psychometric properties of the respondents. The reliability of scale confirms the consistency, accuracy and wipe out the possibility of biasness. There are various methods to check the reliability of measures like spilt-half, test-retest and Cronbach's alpha coefficient (McDaniel, 2006). In the table 4.7, indicator reliability has been estimated with their outer loadings. Hair Jr, Hult, Ringle, & Sarstedt (2016) said that for reflective measurement models, the relationship between variables and their indicators i.e. outer loadings needs to be estimated. The sufficient level of indicator reliability value must be above 0.7 (outer loadings) (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Most of the values of the indicator variables are above the required value of 0.7. The outer loadings of the construct Decor (D10), Excellent Housekeeping practices (HP5), Laundry (L1), Maintenance (M5), Mini bar (MB2), Organizational performance (OP4) and Pricing (P1) has been measured lesser than 0.7. As the composite reliability and value of average variance extracted (discussed further) of these indicator variable has been found appropriate, this measures are considered for further analysis.

Table 4.7: Indicator Reliability

Construct	Indicator Variables	Outer Loadings
Cleanliness	C1	0.7795
	C2	0.7073
	C3	0.8183
	C4	0.7929
	C5	0.7074
	C6	0.758
Customer Satisfaction	CS1	0.8995
	CS2	0.8891
	CS3	0.8905
	CS4	0.7575
Décor	D2	0.7529
	D6	0.7325
	D7	0.7758
	D10	0.6433
Flower Arrangement	F1	0.7491
	F4	0.8825
Excellent House KeepinG Practices	HP5	0.5656
	HP7	0.7763
	HP9	0.774
	HP10	0.8124
SOP	HP3	0.8628
	HP4	0.7762
Laundry	L1	0.5395
	L2	0.7498
	L3	0.7201
	L4	0.7467

	L5	0.8407
Maintenance	M1	0.8514
	M2	0.7721
	M5	0.5478
Mini Bar	MB2	0.5799
	MB3	0.9406
Organizational Performance	OP1	0.8667
	OP2	0.8423
	OP3	0.8451
	OP4	0.671
Pricing	P1	0.6264
	P2	0.88
	P3	0.8425
	P4	0.7588
Room Amenities	RA1	0.8677
	RA2	0.8193
	RA3	0.8351
	RA4	0.759

4.4.1.2. Internal Consistency Reliability

According to Osman, Wong, & Bagge (2012), it is essential to examine the validity and reliability of the variables for further analysis of the structural model. Internal consistency reliability was assessed on the basis of the output obtained from the analysis. In the current study, the internal consistency was assessed by using Composite Reliability (CR) and Cronbach's alpha. According to Hair Jr, Hult, Ringle, & Sarstedt (2016), the conventional criterion for assesing internal consisitency was Cronbach's alpha. It presents an approximate estimate of the internal reliability. According to Tabachnick & Fidell (2007), Cronbach's alpha is most suited and well adopted measure to check reliablity in the scholastic researches. Hair Jr, Hult, Ringle,

& Sarstedt (2016) suggested that due to some of the limitations of Cronbach's alpha, it is technically more appropriate to apply composite for estimating internal consistency. Hence Composite reliabilty is also measured to estimate the internal consistency. Fornell & Larcker (1981) recommended that the value of CR must be equal to or greater than 0.7 to achieve the internal consistency. In table 4.8, the composite reliability and Cronbach's alpha is measured to estimate the internal consistency of the constructs.

In the table 4.8, all values of Cronbach's alpha are above 0.7 except Flower arrangement (FA)- 0.5179, Mini Bar (MB)- 0.4237, Maintenance (M)- 0.5595 and standard operating procedure (SOP) -0.5195. Since the composite reliability of the same construct are higher than 0.7, it is considered to be internal consistent and reliable.

Table 4.8: Internal consistency reliability

Construct		Composite Reliability	Cronbach's alpha
Cleanliness	CL	0.8921	0.8549
Customer Satisfaction	CS	0.9195	0.8819
Décor	DC	0.8177	0.7035
Excellent House KeepinG Practices	EHKP	0.8251	0.7244
Flower Arrangemnt	FA	0.8013	0.5179
Laundry	L	0.8455	0.7793
Mini Bar	MB	0.748	0.4237
Maintenance	MT	0.7737	0.5595
Organizational performance	OP	0.8833	0.8235
Price	PR	0.8619	0.8007
Room amenities	RA	0.8921	0.8393
Standard	SOP	0.8044	0.5195

operating procedures				

4.4.1.3. Convergent Validity

Convergent validity is the extent up till which two measures of the equivalent concepts are correlated (Abbasi, 2011). Hair Jr, Hult, Ringle, & Sarstedt (2016), said convergent validity is discussed as a level to which a measure correlates with other measures of the same construct using different indicators. With reflective measurement models, reliability and validity must be assesed. Carlson & Herdman (2012) research demonstrated that testing the measures is the most important step to get appropriate results. Convergent validity was estimated by using average variance extracted (AVE). A value of AVE less than 0.5 is not acceptable because it could not elucidate more than half of the variance by its items or variables (Henseler, et al., 2009). Therefore some items from the constructs were deleted to gain the AVE value of 0.5. Some of the items deleted from the construct "Cleanliness" were "Room was appropriately clean and organised upon check in into the hotel", "Bed linen is soft and cosy", "Bathroom Linen is soft and of superior quality". Some items deleted from the construct "Room amenities" were "Good quality of iron and iron board is available on request", "Good quality wall mounted HD TV is fixed in the room". The items deleted from "Laundry" construct were "Express valet laundry service is available", "Laundry bags are available in the room itself". The items deleted from Maintenance construct were "Ample and instant hot and cold water capacity to meet guest demands at all times is available", "There is excellent light distribution in the room and bath room". Finally some of the items deleted from organizational performance construct were, "Housekeeping services and practices are incremental in achieving organizational performance". In the table 4.9, the average variance extracted has been given. All the values of AVE had been found above 0.5. Hence, Convergent validity has been verified.

Table 4.9: Convergent validity

Independent Variables	Average variance extracted
CL	0.5802
CS	0.7416
DC	0.5298
EHKP	0.5454
FA	0.6699
L	0.5272
MB	0.6105
MT	0.5404
OP	0.6563
PR	0.6131
RA	0.6744
SOP	0.6734

4.4.1.4. Discriminant Validity

Discriminant validity is the degree to which a construct is distinct from others (Hair Jr, et al., 2016). Ascertaining discriminant validity entails that a construct is unique and confines phenomena not represented by others (Tabachnick & Fidell, 2007). Thus, discriminant validity was performed to check the dissimilarity between different construct. Fornell & Larcker (1981) suggested that if inter-construct correlations are less than the square root of AVE, then discriminant validity is achieved. It is shown in Table 4.10.

Table 4.10: Discriminant Validity

	CL	CS	DC	EHKP	FA	L	MB	MT	OP	PR	RA	SOP
CL	**0.762**											
CS	0.623	**0.861**										
DC	0.471	0.688	**0.728**									
EHKP	0.427	0.587	0.522	**0.739**								
FA	0.251	0.548	0.606	0.421	**0.818**							
L	0.443	0.354	0.386	0.300	0.165	**0.726**						
MB	0.394	0.447	0.468	0.507	0.280	0.236	**0.781**					
MT	0.376	0.504	0.547	0.433	0.326	0.486	0.322	**0.735**				
OP	0.629	0.792	0.652	0.622	0.419	0.486	0.421	0.522	**0.810**			
PR	0.194	0.366	0.198	0.218	0.076	0.259	0.235	0.203	0.282	**0.783**		
RA	0.596	0.469	0.421	0.464	0.238	0.488	0.263	0.377	0.523	0.080	**0.821**	
SOP	0.575	0.430	0.442	0.347	0.345	0.343	0.312	0.414	0.460	0.388	0.312	**0.821**

In Table 4.10, the square root of average variance extracted is represented by the diagonals, while the correlations are represented by the off-diagonals. The inter-construct correlations are lesser than the square root of AVE. Hair Jr, Hult, Ringle, & Sarstedt (2016) suggested that the cross loadings are the primary way to estimate the discriminant validity of the variables. According to Fornell & Larcker (1981), said the loadings of indicator variables on its assigned contruct must be more than other constructs loadings. The table 4.11 shows that loadings and cross loadings of each indicator variable. The table shows that the loadings of the constructs were higher on its own measures than as compared to the loadings on other constructs. Hence discriminant validity has been established.

Table 4.11: Cross loadings

	CL	CS	DC	EHKP	FA	L	MB	MT	OP	PR	RA	SOP
C1	**0.780**	0.546	0.387	0.322	0.308	0.317	0.408	0.281	0.522	0.035	0.422	0.358
C2	**0.707**	0.478	0.375	0.406	0.127	0.350	0.297	0.338	0.566	0.085	0.590	0.326
C3	**0.818**	0.500	0.388	0.316	0.297	0.292	0.279	0.270	0.482	0.172	0.430	0.546
C4	**0.793**	0.452	0.315	0.304	0.168	0.277	0.407	0.159	0.432	0.219	0.361	0.466

C5	**0.707**	0.415	0.335	0.220	0.046	0.445	0.226	0.345	0.391	0.246	0.373	0.496
C6	**0.758**	0.430	0.336	0.359	0.162	0.362	0.154	0.325	0.449	0.172	0.525	0.466
CS1	0.551	**0.900**	0.611	0.502	0.503	0.277	0.371	0.442	0.722	0.353	0.421	0.390
CS2	0.538	**0.889**	0.585	0.472	0.471	0.356	0.319	0.478	0.730	0.311	0.447	0.330
CS3	0.505	**0.891**	0.628	0.582	0.538	0.218	0.478	0.348	0.702	0.287	0.368	0.357
CS4	0.554	**0.758**	0.542	0.460	0.364	0.378	0.371	0.474	0.565	0.311	0.378	0.407
D10	0.275	0.463	**0.643**	0.308	0.401	0.326	0.228	0.411	0.413	0.323	0.223	0.320
D2	0.516	0.536	**0.753**	0.391	0.444	0.272	0.428	0.435	0.553	0.015	0.459	0.394
D6	0.280	0.444	**0.733**	0.341	0.365	0.305	0.364	0.307	0.419	0.171	0.227	0.235
D7	0.274	0.547	**0.776**	0.464	0.539	0.235	0.327	0.429	0.497	0.107	0.285	0.321
F1	0.150	0.396	0.464	0.339	**0.749**	0.033	0.104	0.241	0.240	0.091	0.239	0.202
F4	0.248	0.493	0.527	0.354	**0.883**	0.210	0.322	0.290	0.423	0.043	0.167	0.345
SOP1	0.518	0.405	0.429	0.375	0.393	0.318	0.425	0.418	0.401	0.292	0.279	**0.863**
SOP2	0.419	0.292	0.283	0.174	0.150	0.238	0.048	0.246	0.352	0.355	0.230	**0.776**
HP5	0.100	0.245	0.204	**0.566**	0.282	0.012	0.116	0.194	0.239	0.167	0.152	0.253
HP7	0.293	0.498	0.387	**0.776**	0.468	0.105	0.373	0.227	0.467	0.181	0.293	0.251
HP9	0.410	0.441	0.406	**0.774**	0.227	0.406	0.470	0.427	0.540	0.138	0.509	0.321
HP10	0.373	0.490	0.482	**0.812**	0.282	0.272	0.439	0.390	0.516	0.174	0.348	0.220
L1	0.200	0.102	0.117	0.156	0.086	**0.540**	0.194	0.100	0.208	0.164	0.187	0.231
L2	0.277	0.255	0.275	0.275	0.109	**0.750**	0.227	0.312	0.347	0.081	0.385	0.128
L3	0.423	0.187	0.279	0.169	0.043	**0.720**	0.059	0.403	0.319	0.053	0.470	0.286
L4	0.275	0.181	0.254	0.134	0.084	**0.747**	0.088	0.374	0.237	0.238	0.264	0.258
L5	0.390	0.411	0.381	0.288	0.211	**0.841**	0.245	0.466	0.513	0.339	0.403	0.334
M1	0.376	0.466	0.431	0.331	0.306	0.456	0.297	**0.851**	0.442	0.139	0.370	0.364
M2	0.227	0.381	0.485	0.291	0.355	0.336	0.182	**0.772**	0.358	0.166	0.225	0.277
M5	0.200	0.229	0.275	0.351	0.002	0.251	0.224	**0.548**	0.347	0.154	0.214	0.265
MB2	0.184	0.216	0.276	0.320	0.246	0.073	**0.580**	0.058	0.147	0.410	0.053	0.377
MB3	0.389	0.439	0.438	0.466	0.228	0.248	**0.941**	0.356	**0.437**	0.107	0.289	0.212
OP1	0.562	0.726	0.638	0.551	0.453	0.481	0.397	0.531	**0.867**	0.192	0.414	0.436
OP2	0.542	0.639	0.555	0.536	0.374	0.292	0.384	0.439	**0.842**	0.167	0.454	0.396
OP3	0.514	0.730	0.588	0.508	0.374	0.428	0.382	0.398	**0.845**	0.374	0.398	0.424
OP4	0.406	0.422	0.268	0.406	0.086	0.369	0.156	0.291	**0.671**	0.173	0.457	0.187
P1	-0.003	0.099	0.016	0.023	-0.008	0.230	0.010	0.064	0.085	**0.626**	0.044	0.119
P2	0.225	0.400	0.249	0.180	0.123	0.242	0.246	0.244	0.281	**0.880**	0.081	0.372
P3	0.108	0.233	0.120	0.140	0.008	0.245	0.152	0.172	0.212	**0.843**	0.044	0.327
P4	0.168	0.286	0.128	0.257	0.051	0.131	0.216	0.089	0.225	**0.759**	0.069	0.298
RA1	0.584	0.418	0.326	0.319	0.177	0.436	0.143	0.314	0.491	0.044	**0.868**	0.271
RA2	0.519	0.414	0.425	0.490	0.331	0.390	0.260	0.325	0.479	0.008	**0.819**	0.312
RA3	0.408	0.299	0.268	0.293	0.108	0.389	0.183	0.279	0.375	0.023	**0.835**	0.118

| RA4 | 0.415 | 0.392 | 0.348 | 0.409 | 0.136 | 0.383 | 0.285 | 0.316 | 0.347 | 0.201 | **0.759** | 0.300 |

4.4.2. Structural Model

After assessment of measurement model, the next important step is to find out the linear relationship that exists between independent and dependent variable. The structural model evaluates the path model which is framed with the series of equations that represent theoretical model (Chin, 1998). The structural model is shown in figure 4.8.
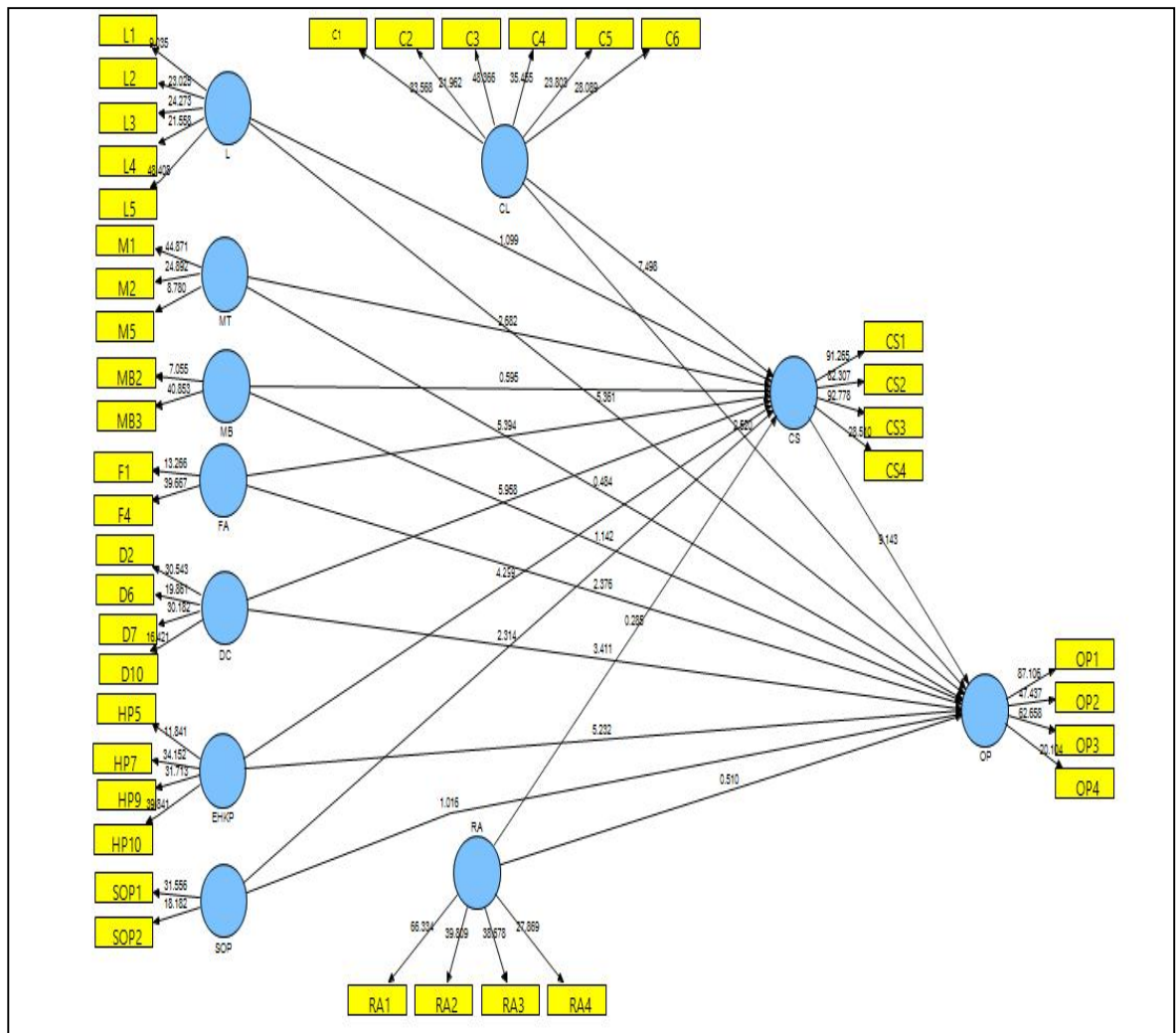
Figure 4.8: Structural Model

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The path coefficients generated by SmartPLS along with their t-value were given in table 4.12. The t-values were provided by the software by using the bootstrapping procedure. The hypotheses developed in the study were tested and their results are given in table 4.12. The standardized path coefficients should be minimum 0.2 and possibly higher than 0.3 (Chin, 1998)

Table 4.12: Structural model results

Hypothesis No	Path Relations	Path Coefficient (P)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|P/STER|)	Supported/ Non-Supported
H1b	CL -> CS	0.387	0.3843	0.0516	0.052	7.4983	Supported
H2b	CL -> OP	0.1053	0.106	0.0418	0.042	2.5199	Supported
H7	CS -> OP	0.4957	0.4922	0.0542	0.054	9.1429	Supported
H1d	DC -> CS	0.2711	0.2715	0.0455	0.046	5.9585	Supported
H2d	DC -> OP	0.1372	0.1369	0.0402	0.04	3.4113	Supported
H1h	EHKP -> CS	0.1786	0.1807	0.0419	0.042	4.2588	Supported
H2h	EHKP -> OP	0.1938	0.1942	0.037	0.037	5.2324	Supported
H1f	FA -> CS	0.2066	0.2065	0.0383	0.038	5.3942	Supported
H2f	FA -> OP	-0.0795	-0.0766	0.0335	0.034	2.3759	Supported
H1e	L -> CS	-0.0374	-0.0381	0.0341	0.034	1.099	Non-Supported
H2e	L -> OP	0.1454	0.1478	0.0271	0.027	5.3613	Supported
H1g	MB -> CS	0.0201	0.0207	0.0338	0.034	0.5955	Non-Supported
H2g	MB -> OP	-0.0379	-0.0387	0.0332	0.033	1.1424	Non-Supported
H1c	MT -> CS	0.1157	0.1165	0.0431	0.043	2.682	Supported
H2c	MT -> OP	0.0192	0.0183	0.0396	0.04	0.4843	Non-Supported
H1a	RA -> CS	-0.0125	-0.0141	0.044	0.044	0.2848	Non-Supported
H2a	RA -> OP	0.0196	0.0193	0.0384	0.038	0.5097	Non-Supported
H1i	SOP -> CS	-0.084	-0.0829	0.0363	0.036	2.3139	Supported
H2i	SOP -> OP	0.0346	0.0343	0.0341	0.034	1.0159	Non-Supported

The data was collected from the resident guests of travelers stayed in hotels of Chandigarh Tricity. Nineteen hypotheses were formulated and tested. Among them twelve hypothesis had estimated the t- value of above 1.96. These hypotheses were

supported and rest seven were found to be non supportive, with t- value less than 1.96. The impact of Cleanliness (H1b), Maintenance (H1c), Decor (H1d), Flower arrangement (H1f), Excellent housekeeping services (H1h), Standard operating procedures (H1i) were found to be significant with customer satisfaction. The impact of Room amenities (H1a), Laundry (H1e), Mini bar (H1g) were not found to be significant with customer satisfaction. The hypothesis Cleanliness (H2b), Decor (H2d), Laundry (H2e), Flower arrangement (H2f) and Excellent housekeeping practices (H2h) were found to be significant with organization performance but the hypothesis Room amenities (H2a), Maintenance (H2c), Mini Bar (H2g) and Standard operating procedure (H2i) were not found to be significant with organization performance.

The necessary measure used for the evaluation of the structural model in this present study were coefficient of determination (R^2) for dependent variable, estimation of path coefficient (β) and predictive relevance (Q^2) (Chin, 1998). The explanation and accepted value for each factor is discussed in table 4.13.

Table 4.13: Accepted values of factor

Criterion	Description	Acceptable value
R^2 (Coefficient of determination)	It is measures of how predictable are variance of Y value over X value (Fidell & Tabachnick, 2003).	Value is between 0 to 1 Value near to 0 is weak and near to 1 is strong (Chin, 1998)
Path estimation (β)	It is the path coefficient. It measures manifold correlation coefficients between dependent and independent variables	Value t=2.58 p<0.01, t=1.96 p<0.05, and t=1.64 p<0.10 and t=2.326 p<0.01 (Jr & Black William C., 2006)
Q^2 Predictive relevance	It is indicator model of predictive relevance (Fidell & Tabachnick, 2003)	Value 0.02, 0.15, and 0.35 are weak, medium and large impact (Chin, 1998) .

Goodness of fit	A test to measure how effective a sample data fit with a distribution from a population (Jr & Black William C., 2006).	Near to 1 is a better value. (Chin, 1998)

4.4.3. Path Estimation (β)

Regression coefficient is used to determine each path relationship that is conceptualized in the framework. The t- value determines the importance of regression coefficient. This value is generated by using PLS bootstrapping process. Table 4.14 shows the seven hypothesis and nineteen path relations. As shown in the table, twelve path relations were supported and found significant but seven path relations were found not supported.

In figure 4.8, graphical presentation of paths is shown. It has been found that Cleanliness (CL), Decor (DC), Excellent housekeeping practices (EHKP), Flower arrangement (FA), Maintenance (MT), Standard operating procedures (SOP) have been significant with Customer satisfaction (CS) while Laundry (L), Mini bar (MB), Room amenities (RA) have not found significant with Customer satisfaction (CS). Also Cleanliness (CL), Customer satisfaction (CS), Decor (DC), Excellent housekeeping practices (EHKP), Flower arrangement (FA), Laundry (L) have been found significant with Organizational Performance (OP) while Mini bar (MB), Maintenance (MT), Room amenities (RA), Standard operating procedures (SOP) have not been found significant with Organizational performance (OP). Thus the hypothesis supported were H1b, H2b, H7, H1d, H2d, H1h, H2h, H1f, H2f, H2e, H1c, H1i and the hypothesis not supported were H1e, H1g, H2g, H2c, H1a, H2a, H2i. The highest significant path was between Customer satisfaction (CS) and Organizational performance (OP) where Path coefficient β= 0.4957 or 49.57% and t statistics was 9.142 followed by Cleanliness (CL) and Customer satisfaction (CS) where Path coefficient β=0.387 or 38.7% and t statistics is 7.498. The least significant path relations was between Room amenities (RA) and Customer satisfaction (CS) where

Path coefficient β= -0.0125 and t statistics was 0.2848. These results indicate that Customer satisfaction has a significant role in Organizational performance of the hotel. Cleanliness is also a determinant factor in achieving customer satisfaction. As per the results, Room amenities were found to be least important in achieving Customer satisfaction in the hotel.

Table 4.14: Structural relations and path estimation model

Hypothesis No	Path Relations	Path Coefficient (P)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|P/STERR|)	Supported/ Non-Supported
H1b	CL -> CS	0.387	0.3843	0.0516	0.0516	7.4983	**Supported**
H2b	CL -> OP	0.1053	0.106	0.0418	0.0418	2.5199	**Supported**
H7	CS -> OP	0.4957	0.4922	0.0542	0.0542	9.1429	**Supported**
H1d	DC -> CS	0.2711	0.2715	0.0455	0.0455	5.9585	**Supported**
H2d	DC -> OP	0.1372	0.1369	0.0402	0.0402	3.4113	**Supported**
H1h	EHKP -> CS	0.1786	0.1807	0.0419	0.0419	4.2588	**Supported**
H2h	EHKP -> OP	0.1938	0.1942	0.037	0.037	5.2324	**Supported**
H1f	FA -> CS	0.2066	0.2065	0.0383	0.0383	5.3942	**Supported**
H2f	FA -> OP	-0.0795	-0.0766	0.0335	0.0335	2.3759	**Supported**
H1e	L -> CS	-0.0374	-0.0381	0.0341	0.0341	1.099	**Non-Supported**
H2e	L -> OP	0.1454	0.1478	0.0271	0.0271	5.3613	**Supported**
H1g	MB -> CS	0.0201	0.0207	0.0338	0.0338	0.5955	**Non-Supported**
H2g	MB -> OP	-0.0379	-0.0387	0.0332	0.0332	1.1424	**Non-Supported**
H1c	MT -> CS	0.1157	0.1165	0.0431	0.0431	2.682	**Supported**
H2c	MT -> OP	0.0192	0.0183	0.0396	0.0396	0.4843	**Non-Supported**
H1a	RA -> CS	-0.0125	-0.0141	0.044	0.044	0.2848	**Non-Supported**
H2a	RA -> OP	0.0196	0.0193	0.0384	0.0384	0.5097	**Non-Supported**
H1i	SOP -> CS	-0.084	-0.0829	0.0363	0.0363	2.3139	**Supported**
H2i	SOP -> OP	0.0346	0.0343	0.0341	0.0341	1.0159	**Non-Supported**

4.4.4. Coefficient of Determination (R^2):

It measures the percentage of variation in dependent variables explained by independent variables. As per (Chin, 1998) the value of R^2 as 0.67, 0.33, and 0.19 demonstrates strong, moderate and weak relation. The value near to 1 is considered to be strong for predicting the relationship between variables. Table 4.15 shows that Organization performance shared the highest variance where R^2 value = 0.7271 or 72.71% followed by Customer satisfaction with R^2 value 0.6569 or 65.69%. The results of table 4.14, shows that the model is considered to be strongly fit.

Table 4.15: Coefficient of Determination (R^2)

	AVE	Composite Reliability	R Square	Cronbach's alpha	Communality
CL	0.5802	0.8921		0.8549	0.5802
CS	0.7417	0.9195	**0.6569**	0.8819	0.7417
DC	0.5298	0.8177		0.7035	0.5298
EHKP	0.5454	0.8251		0.7244	0.5454
FA	0.6699	0.8013		0.5179	0.6699
L	0.5272	0.8455		0.7793	0.5272
MB	0.6106	0.7481		0.4237	0.6106
MT	0.5404	0.7737		0.5595	0.5404
OP	0.6562	0.8832	**0.7271**	0.8235	0.6562
RA	0.6744	0.8921		0.8393	0.6744
SOP	0.6735	0.8045		0.5195	0.6735
Average			**0.692**		**0.613572727**
GoF			**0.651607**		

4.4.5. Predictive Relevance (Q2)

Predictive relevance suggests that prediction of the dependent variable's measuring items could be provided by the model. It is another assessment of the structural model. Fornell & Cha (1994) said "that if the value of Q^2 is larger than zero, the model is considered to have predictive relevance". As per Chin (1998) "Value 0.02, 0.15, and 0.35 are weak, medium and large." Predictive relevance is shown in table 4.16. The values of Q^2 is Customer satisfaction= 0.4848 and Organization performance = 0.4688. As the values are more than zero, so it suggests that model is providing a prediction of dependent variable measuring items. Thus, it had presented a higher predictive relevance impact.

Table 4.16: Predictive relevance

R^2 and Q^2 Value

Endegeneous Latent Construct	Coefficient of Determination (R^2)	Predictive Relevance (Q^2)
Customer Satisfaction (CS)	0.6569	0.4848
Organizational Performance	0.7271	0.4688

4.4.6. Goodness of Fit Index (GoF)

After evaluating the path estimation, determinant of coefficient and predictive relevance the next analysis to be conducted is to assess is the model for goodness of fit. Tenenhaus, Vinzi, Chatelin, & Lauro (2005) suggested geometric mean of average of R^2 and average communality for estimating GOF. The goodness of fit value must be between 0 to 1 (Tenenhaus, et al., 2005). More the value better is the path model estimation. Table 4.15, shows the value of Goodness of Fit. As per the table, the value of GoF is 0.651607 or 65.16% which is accepted at a strong level. Hence, the model is strongly fit for the evaluation.

4.5. MEDIATION ANALYSIS

Researchers generally focus on the direct relationships, because of this the mediating effects are ignored completely (Nitzl, et al., 2016). Focusing on direct relationships could give out results which are highly biased as a variable may not have direct effect but its effect is mediated by another variable. Studies done in PLS normally don't consider and analyze the mediating effects openly in the hypothesis and path models (Hair, et al., 2013). Therefore, mediation analysis of the variables was conducted to check the indirect and direct relationships.

For testing the mediation effect, bootstrap of samples was done. As per Preacher & Hayes (2008), bootstrap the sampling distributions for testing mediation effect is best suitable for PLS-SEM method.

As per Hair, Ringle, & Sarstedt (2013), mediation analysis in PLS-SEM is a step-by-step activity rather than a step. Hadi, Abdullah, & Sentosa (2016) said bootstrapping approach can be applied twice, once without the presence of mediation and secondly with the presence of mediation. Also, if direct effect is not significant, there is no mediation role. Mediating variable is included if the direct effect is significant. If indirect effect is not significant, mediating effect is not there (Hadi, et al., 2016).

Table 4.17 shows the direct effect between all housekeeping services & practices constructs (Cleanliness, Decor, Excellent housekeeping practices, Flower arrangement, Laundry, Mini bar, Maintenance, Room amenities and Standard operating procedures) with organizational performance. As the t – value among relationship between Cleanliness (CL) and Organizational performance (OP), Decor (DC) and Organizational performance (OP), Excellent housekeeping practices (EHKP) and Organizational performance (OP), Laundry (L) and Organizational performance (OP), Maintenance (MT) and Organizational performance (OP) were found to be above the threshold value of 1.96, these relationships have found to be significant. Hence, there is also a possibility that the mediators might have interfered in this relationship. The other constructs that were not found significant in relationships with organization performance were Room amenities, Mini bar and Standard operating procedure; hence there is no possibility of mediating effect.

Table 4.17: Direct effect (Mediation Analysis)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)
CL → OP	0.2984	0.2968	0.0442	0.0442	6.758
DC → OP	0.2596	0.2578	0.0457	0.0457	5.6826
EHKP →OP	0.2743	0.2748	0.0393	0.0393	6.9806
FA →OP	0.0405	0.0438	0.0316	0.0316	1.2835
L → OP	0.1178	0.1197	0.0309	0.0309	3.8095
MB →OP	-0.0215	-0.0218	0.0367	0.0367	0.586
MT →OP	0.0854	0.0855	0.0378	0.0378	2.2625
RA →OP	0.0162	0.0169	0.0485	0.0485	0.3337
SOP → OP	-0.0077	-0.0078	0.0368	0.0368	0.2092

To confirm the indirect effect and mediating role of customer satisfaction with the significant relationships among the variable shown in table 4.17, significance of indirect effect was measured. As shown in table 4.18, the findings show that the indirect relationship from cleanliness to organizational performance through customer satisfaction is significant as the t-value is 5.604. Similarly, the mediation effect of customer satisfaction is also prevalent in the relationship between Decor and organizational performance (t- value = 4.703), Excellent housekeeping practices and organizational performance (t- value= 4.042) and between flower arrangement and organizational performance (t -value= 4.552). Therefore, it is proved that customer satisfaction has a mediating effect between all these relationships.

Table 4.18: Indirect effect (mediation analysis)

Indirect Effect	Path Coefficient of Indirect Effect	Standard Error	t-Value
CL → CS → OP	0.1918359	0.034230516	5.604236218
DC → CS → OP	0.13438427	0.028569552	4.70375843
EHKP → CS→ OP	0.08853202	0.021901192	4.042337891
FA → CS →OP	0.10241162	0.022498008	4.552030625

Variance accounted for (VAF) is calculated if the indirect effect is found to be significant. Since the indirect effect was found to be significant, hence VAF is calculated in table 4.19 to show the mediation analysis. A VAF value greater than 80% shows full mediation, between 20% and 80% shows partial mediation, and less than 20% shows no mediation (Hair Jr, et al., 2016). As seen in table 4.19, the VAF value for Customer satisfaction as a mediating variable between cleanliness and organization performance is 0.391 or 39.1%. The VAF value confirms partial mediation. Similarly, the VAF value for Customer satisfaction as a mediating variable between decor and organization performance is 0.341 or 34.1%. This also confirms partial mediation. Also, the VAF value for Customer satisfaction as a mediating variable between excellent housekeeping practices and organization performance is 0.244 or 24.4% which confirms partial mediation. Lastly the VAF value for customer satisfaction as a mediating variable between flower arrangement and organization performance is 0.716 or 71.6% which also confirm partial mediation. So, it is concluded that customer satisfaction acts as a partially mediating variable between relationships of housekeeping variables (Cleanliness, decor, excellent housekeeping practices, flower arrangement) with organizational performance.

Table 4.19: Mediation Analysis

Path	Indirect Effect	Total Effect	Variance Accounted For (VAF)	Result
CL → CS → OP	0.1918359	0.4902359	0.391313447	Partial Mediation
DC → CS →OP	0.13438427	0.39398427	0.341090445	Partial Mediation
EHKP → CS → OP	0.08853202	0.36283202	0.244002776	Partial Mediation
FA →CS → OP	0.10241162	0.14291162	0.716608069	Partial Mediation

4.6. MODERATION ANALYSIS:

After evaluating the mediation analysis, the next step is to examine the moderation impact of price on the relationships between dependent and independent variables. A moderator is a variable that has an effect on the relationship between independent and dependent variable (Baron & Kenny, 1986). The interaction approach allows the representation of structural path model with moderating effect within depicting new relationships (Henseler & Fassott, 2010).

To measure the effect of pricing as a moderator on the relationship between housekeeping services and customer satisfaction, a two-stage approach is adopted. Since the housekeeping services and housekeeping practices both are higher order constructs consisting of other constructs, therefore both of these constructs are measured as a second order constructs in the first stage. At this stage, model is evaluated for its validity and reliability.

To estimate the validity and reliability of the model, average variance extracted, Composite reliability and Cronbach's alpha were measured. These measures were used to assess and verify the convergent validity and internal consistency of the constructs taken in the study. Convergent validity is the degree of correlation of the scale with the other available measures of similar construct. The measure which is commonly used to evaluate convergent validity of each construct is Average Variance Extracted (AVE). The AVE describes the amount of variance of indicator variable that is described by the construct. In table 4.20, the AVE values of all the constructs

had been estimated. The AVE value of Housekeeping services was 0.512 and Housekeeping practices was 0.522 which is above the threshold value of 0.5. The AVE values of all the other constructs were also above 0.5. A value of AVE less than 0.5 is not acceptable because it could not explain more than half of the variance by its items or variables (Henseler, et al., 2009).

Composite Reliability (CR) measure was used to estimate the internal consistency. It is the measurement of true score variance with respect to the entire score variance. CR value must be 0.70 or higher (Fornell and Larcker, 1981). The composite reliability measured in the table 4.20 for Housekeeping services was 0.9097 and Housekeeping practices was 0.822. The values estimated for all the other constructs were also higher than 0.7. Similarly Cronbach's alpha was measured to test the internal consistency of measurements. The value of Cronbach's alpha measured for Housekeeping services was 0.892 and Housekeeping practices was 0.7293 which is higher than the threshold value of 0.7 (Cronbach, 1951). All other values of the constructs were also higher than 0.7. So these constructs were found to be reliable and acceptable for further analysis.

Table 4.20: Reliability and Validity of the Model for Measuring Moderating Effect of Price

	AVE	Composite Reliability	Cronbach's alpha	Communality
CL	0.5801	0.8921	0.8549	0.5801
CS	0.7417	0.9195	0.8819	0.7417
DC	0.5207	0.811	0.7035	0.5207
EHKP	0.5493	0.8289	0.7244	0.5493
FA	0.6733	0.8044	0.7010	0.6733
HKP	0.5226	0.822	0.7293	0.5226
HKS	0.5120	0.9097	0.892	0.5120
L	0.5299	0.8468	0.7793	0.5299
MB	0.5956	0.7286	0.7011	0.5956
MT	0.5368	0.7679	0.7101	0.5368
OP	0.6562	0.8832	0.8235	0.6562

Price	0.611	0.8607	0.8007	0.611
RA	0.6757	0.8926	0.8393	0.6757
SOP	0.6487	0.7803	0.7104	0.6487

4.6.1. Price as a Moderating Variable on the Relationship between Housekeeping Services and Customer Satisfaction

The latent variable scores obtained at the first stage of moderation analysis, was used as an input for assessing the importance of path coefficients. In figure 4.9, the structural model with moderation effect of price in the relationship between housekeeping services and customer satisfaction is given.

Figure 4.9: Structural Model showing Price moderating effect between Housekeeping services & Customer satisfaction

As can be seen from the figure 4.9, the interaction term HKS * P has a negative impact on customer satisfaction (-0.103). This means that for this level of pricing, the relationship between housekeeping services and customer satisfaction has a value of

0.427. If the price increases (i.e. price is amplified by one standard deviation), then the relationship between housekeeping services and customer satisfaction would decrease by the dimension of the interaction term and get a value of 0.427 – 0.103 = 0.324. Therefore, when price is increased, housekeeping services becomes less important for the explanation of customer satisfaction and likewise when price becomes lower, housekeeping services becomes more important for the explanation of customer satisfaction but such results holds when the interaction term becomes significant.

The bootstrapping procedure was undertaken, to test the significance for price moderation effect between housekeeping services and customer satisfaction relationship. In the Table 4.21, the analysis measures t – value of 2.765 for the path linking the interaction term and customer satisfaction. Therefore, Price is significant moderator in the relationship between housekeeping services and customer satisfaction.

Table 4.21: Moderation effect of price in the relationship between housekeeping services and customer satisfaction

	Path Coefficients (P)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|P/STERR|)	Significant/ Non-Significant
CS -> OP	0.5151	0.5151	0.0426	0.0426	12.0897	
HKP -> CS	0.3065	0.3074	0.0443	0.0443	6.924	
HKP -> HKP	0.9634	0.9633	0.0031	0.0031	307.6205	
HKP -> OP	0.1741	0.1737	0.0378	0.0378	4.6073	
HKP ->SOP	0.5932	0.5919	0.0377	0.0377	15.729	
HKS -> CL	0.8699	0.8696	0.0143	0.0143	60.721	
HKS -> CS	0.4272	0.4249	0.0421	0.0421	10.1561	
HKS -> DC	0.6283	0.6279	0.0256	0.0256	24.5819	
HKS -> FA	0.324	0.325	0.0429	0.0429	7.5555	
HKS -> L	0.6556	0.6557	0.0289	0.0289	22.6573	
HKS -> MB	0.397	0.398	0.0406	0.0406	9.7776	
HKS -> MT	0.5891	0.5901	0.0273	0.0273	21.5781	

HKS -> OP	0.2647	0.2642	0.038	0.038	6.9633	
HKS -> RA	0.8487	0.8491	0.013	0.013	65.4822	
HKS * Price -> CS	-0.1027	-0.1011	0.0372	0.0372	2.765	**Significant**
Price -> CS	0.2044	0.2052	0.0342	0.0342	5.9789	

4.6.2. Price as a Moderator between Relationship among Housekeeping Practices and Customer Satisfaction:

After estimating the effect of price on the relationship between Housekeeping services and customer satisfaction, the next step is to assess the effect of price as a moderating variable between the relationship among Housekeeping practices and Customer satisfaction. The structural model with moderation effect of price in the relationship between housekeeping practices and customer satisfaction is given in the figure 4.10
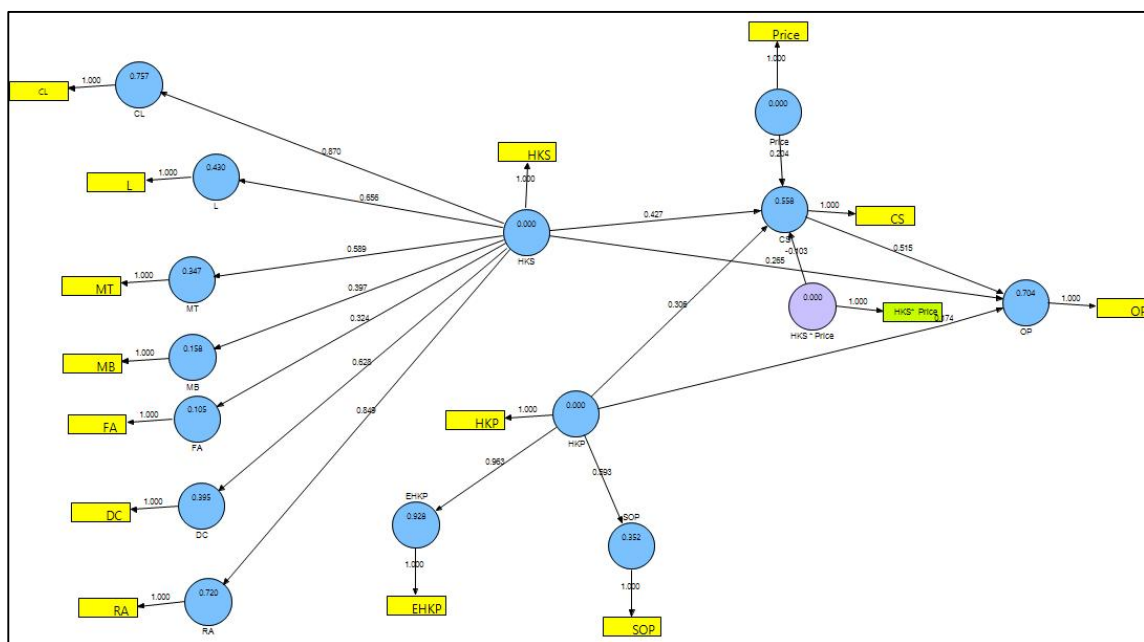

Figure 4.10: Structural Model showing Price moderating effect between Housekeeping practices & Customer satisfaction

As can be seen from the figure 4.10, the interaction term HKP * P has a negative impact on customer satisfaction (-0.099). This means that for this level of pricing, the relationship between housekeeping practices and customer satisfaction gets a value of 0.293. If the price is increased (i.e. price gets higher by one standard deviation), then the relationship between housekeeping services and customer satisfaction would decrease by the size of the interaction term and gets a value of 0.293 – 0.099 = 0.099. Therefore, when price becomes more, housekeeping practices becomes less vital for the description of customer satisfaction and similarly when price becomes lower, housekeeping practices becomes more important for the explanation of customer satisfaction but such results holds when the interaction term becomes significant.

The bootstrapping procedure was undertaken, to test the significance for price moderation effect between housekeeping practices and customer satisfaction relationship. In the Table 4.22, the analysis measures t – value as 2.720 for the path linking the interaction term and customer satisfaction. Therefore, Price is significant moderating variable in the relationship between housekeeping practices and customer satisfaction.

Table 4.22: Moderation effect of price between relationship of housekeeping practices and customer satisfaction

	Original Sample (P)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|P/STERR|)	Signicant/ Non Significant
CS -> OP	0.5151	0.515	0.0427	0.0427	12.0571	
HKP -> CS	0.2931	0.2928	0.0475	0.0475	6.1729	
HKP ->EHKP	0.9634	0.9633	0.0032	0.0032	305.5595	
HKP -> OP	0.1741	0.1738	0.0385	0.0385	4.5178	
HKP -> SOP	0.5932	0.5921	0.038	0.038	15.6048	
HKP * Price -> CS	-0.0994	-0.1	0.0365	0.0365	2.7209	**Significant**
HKS -> CL	0.8699	0.8696	0.0146	0.0146	59.7384	
HKS -> CS	0.4374	0.4352	0.0415	0.0415	10.5287	

HKS -> DC	0.6283	0.6277	0.0261	0.0261	24.0852	
HKS -> FA	0.324	0.3231	0.0425	0.0425	7.6206	
HKS -> L	0.6556	0.6555	0.029	0.029	22.6173	
HKS -> MB	0.397	0.3977	0.0413	0.0413	9.6225	
HKS -> MT	0.5891	0.5895	0.0276	0.0276	21.3809	
HKS -> OP	0.2647	0.2645	0.038	0.038	6.9618	
HKS -> RA	0.8487	0.849	0.0129	0.0129	65.7253	
Price -> CS	0.2231	0.2248	0.0374	0.0374	5.968	

4.6.3. Price as a Moderating Variable between the Relationship between Housekeeping Services and Organization Performance:

After estimating the effect of price on the relationship between Housekeeping practices and customer satisfaction, the next step is to assess the effect of price as a moderating variable between the relationship among Housekeeping services and Organization performance. The structural model with moderation effect of price in the relationship between housekeeping services and organization performance is given in the figure 4.11.
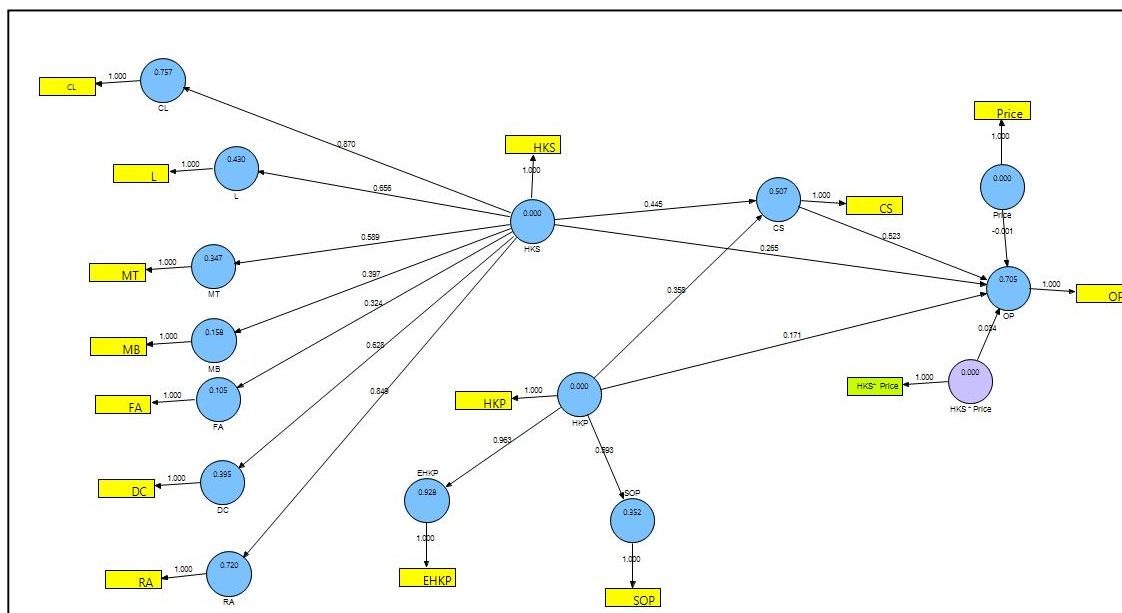

Figure 4.11: Structural Model showing Price moderating effect between housekeeping services & organizational performance

As can be seen from the figure 4.11, the interaction term HKS * P effect on organization performance has a positive value (0.034). This means that for this level of price, the relationship between housekeeping services and organization performance obtains a value as 0.265. If the price is increased (i.e. price becomes higher by one standard deviation), then the relationship between housekeeping services and organization performance would increase by the size of the interaction term i.e. 0.265+0.034 = 0.299. Therefore, when price becomes higher, housekeeping services would become more important for the explanation of organization performance but such results holds when the interaction term becomes non significant.

The bootstrapping procedure was undertaken, to test the significance level for price moderation effect between housekeeping services and organization performance. In the Table 4.23, the analysis measures t – value as 1.469 for the path linking the interaction term and organization performance. Therefore, Price is not significant moderator in the relationship between housekeeping services and organization performance.

Table 4.23: Moderation effect of price between relationship of housekeeping services and organization performance

	Original Sample (P)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|P/STERR|)	Significant/ Non Significant
CS -> OP	0.5229	0.5238	0.0442	0.0442	11.844	
HKP -> CS	0.3583	0.3589	0.0452	0.0452	7.9219	
HKP -> EHKP	0.9634	0.9633	0.0031	0.0031	306.3149	
HKP -> OP	0.1714	0.1708	0.0381	0.0381	4.5015	
HKP -> SOP	0.5932	0.5915	0.0382	0.0382	15.5425	
HKS -> CL	0.8699	0.8699	0.0146	0.0146	59.6088	
HKS -> CS	0.4452	0.4442	0.0456	0.0456	9.7629	
HKS -> DC	0.6283	0.6282	0.0261	0.0261	24.0714	
HKS -> FA	0.324	0.3236	0.0425	0.0425	7.6218	

HKS -> L	0.6556	0.6558	0.029	0.029	22.6126	
HKS -> MB	0.397	0.3974	0.0405	0.0405	9.7987	
HKS -> MT	0.5891	0.5896	0.0273	0.0273	21.5969	
HKS -> OP	0.2651	0.2636	0.0385	0.0385	6.878	
HKS -> RA	0.8487	0.8491	0.0129	0.0129	66.0111	
HKS * Price -> OP	0.0344	0.0345	0.0234	0.0234	1.4697	**Non-significant**
Price -> OP	-0.0007	-0.0003	0.0288	0.0288	0.0254	

4.6.4. Price as a Moderator on the Relationship between Housekeeping Practices and Organization Performance:

After estimating the impact of price on the relationship between housekeeping services and organization performance, the next step is to assess the effect of price as a moderator between the relationship among housekeeping practices and organization performance. The structural model with moderation effect of price in the relationship between housekeeping practices and organization performance is given in the figure 4.12.
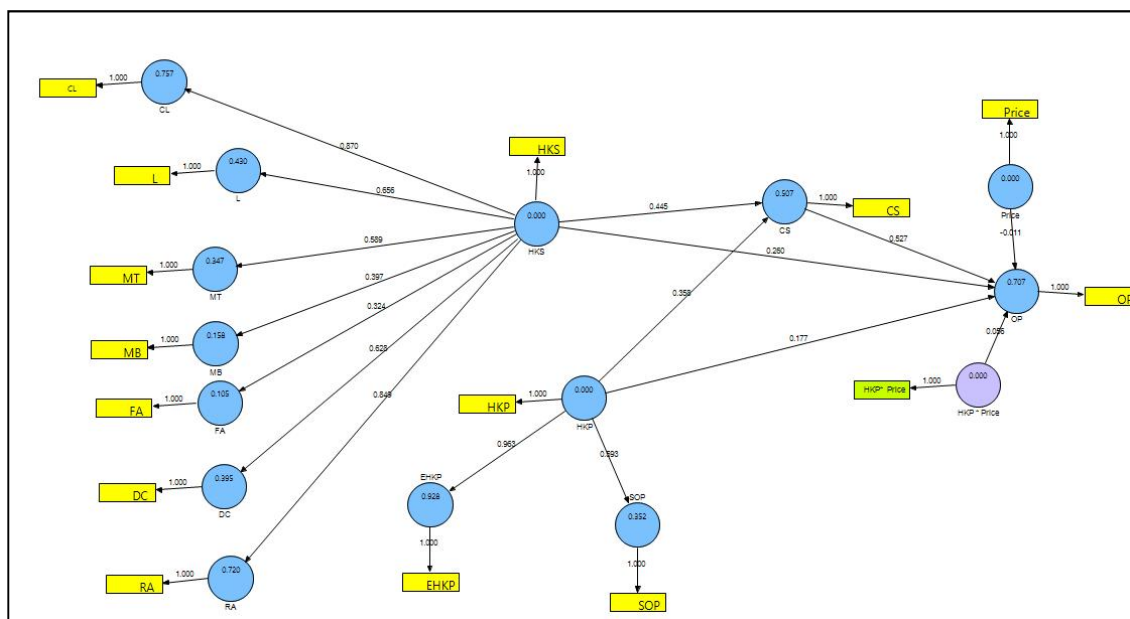

Figure 4.12: Structural Model showing price moderating effect between housekeeping practices & organization performance

As can be seen from the figure 4.12, the interaction term HKP * P effect on organization performance has a positive value (0.095). This means that for this level of price, the relationship between housekeeping practices and organization performance gets a value as 0.177. That means, if price is increased (i.e. price becomes more by one standard deviation), then the relationship between housekeeping services and organization performance would increase by the size of the interaction term i.e. 0.265+0.034 = 0.299. Therefore, when price becomes higher, housekeeping practices would become more important in the explanation of organization performance but such results holds when the interaction term becomes significant.

The bootstrap procedure was undertaken, to test the significance for price moderation effect between housekeeping practices and organization performance relationship. In the Table 4.24, the analysis measures t – value of 2.1895 for the path linking the interaction term and organization performance. Therefore, Price is significant moderator in the relationship between housekeeping practices and organization performance

Table 4.24: Moderation effect of price between relationship of housekeeping practices and organization performance

	Original Sample (P)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|P/STERR|)	Significant/ Non Significant
CS -> OP	0.5273	0.5282	0.0442	0.0442	11.9226	
HKP -> CS	0.3583	0.3584	0.0453	0.0453	7.9159	
HKP -> EHKP	0.9634	0.9633	0.0031	0.0031	307.1525	
HKP -> OP	0.1773	0.1767	0.0387	0.0387	4.5868	
HKP -> SOP	0.5932	0.5915	0.0382	0.0382	15.5403	
HKP * Price -> OP	0.0564	0.0564	0.0257	0.0257	2.1895	**Significant**
HKS -> CL	0.8699	0.8691	0.0145	0.0145	60.0938	
HKS -> CS	0.4452	0.4446	0.0461	0.0461	9.6597	
HKS -> DC	0.6283	0.6279	0.026	0.026	24.1651	

HKS -> FA	0.324	0.3239	0.043	0.043	7.5329	
HKS -> L	0.6556	0.6557	0.0287	0.0287	22.8347	
HKS -> MB	0.397	0.3971	0.0405	0.0405	9.793	
HKS -> MT	0.5891	0.5892	0.0273	0.0273	21.5744	
HKS -> OP	0.2601	0.2588	0.0386	0.0386	6.7453	
HKS -> RA	0.8487	0.8486	0.0129	0.0129	65.878	
Price -> OP	-0.0114	-0.0106	0.0307	0.0307	0.3718	

4.7. SUMMARY

The analysis of data was an important segment of this study. The collection of data was conducted through self monitored questionnaire being asked from hotel's resident guests of Chandigarh tricity. The questionnaire was developed based on the review of literature considering the practical applicability and functionality of housekeeping department. In the first phase of the chapter, initial screening of the data collection instrument was done. In next step, personal and demographic profile of the respondents was depicted through graphical presentation of the personal information of the respondents. Further, structural equation modelling (SEM) technique was performed. In the first step validity and reliability of the model was tested. Further, structural model was depicted showing hypothetical relationship among different variables presented in the conceptual framework. Further the mediation and the moderation analysis were estimated and shown in the results. Results of the structural model revealed managerial implications. These implications are discussed in the next chapter of the thesis.

CHAPTER 5: DISCUSSION OF RESULTS

5.1 INTRODUCTION

This chapter scripted a descriptive analysis of the data collected from the sampling units. The aim of this chapter is to discuss the results and inferences obtained from the previous chapter. In the previous chapter, various statistical analyses were conducted to find out the results. The mediating and moderating variables were also tested. To achieve these objectives, housekeeping services & practices customer satisfaction and organization performance constructs, identified from review of literature were measured and tested for reliability and validity. The relationship between these variables were discussed and analyzed. To obtain the results, structural model was analyzed with mediating and moderating analysis of the sample data collected. In continuation with the results obtained from the previous chapter, this chapter discusses the appropriate and probable justifications for the relationships among variables.

5.2. DISCUSSION OF RESULTS IN CONTEXT WITH THE FRAMED HYPOTHESIS

The hypotheses were framed in the chapter 3 for evaluation of results. This section of the chapter discusses the results obtained in accordance with the hypothesis framed.

5.2.1. Discussion of Results pertaining to Research Hypothesis 1: To estimate the impact of housekeeping services & practices on customer satisfaction, the following hypothesis were framed which are discussed as follows (H1a, H1b, H1c, H1d, H1e, H1f, H1g, H1h and H1i):

Hypothesis 1: There is significant impact of Housekeeping services & practices on customer satisfaction.

Hypothesis 1a: There is significant impact of Room Amenities dimension of Housekeeping services on customer satisfaction.

Hypothesis 1b: There is significant impact of Cleanliness dimension of Housekeeping services on customer satisfaction.

Hypothesis 1c: There is significant impact of Maintenance dimension of Housekeeping services on customer satisfaction.

Hypothesis 1d: There is significant impact of Decor dimension of Housekeeping services on customer satisfaction.

Hypothesis 1e: There is significant impact of Laundry dimension of Housekeeping services on customer satisfaction.

Hypothesis 1f: There is significant impact of Flower arrangement dimension of Housekeeping services on customer satisfaction.

Hypothesis 1g: There is significant impact of Mini bar dimension of Housekeeping services on customer satisfaction.

Hypothesis 1h: There is significant impact of Excellent Housekeeping practices on customer satisfaction.

Hypothesis1i: There is significant impact of Standard operating procedures dimension of Housekeeping practices on customer satisfaction.

5.2.1.1. Discussion of Hypothesis H1a

The aim of this hypothesis was to identify the association between room amenities and customer satisfaction among Chandigarh Tri city hotels. Room amenities are the commodities present in the guest room and bathroom for guest convenience and comfort. The hypothesis H1a was not found to be significant with customer satisfaction. The results were obtained from the structural model estimation. The path coefficients generated by SmartPLS along with their t-value were demonstrated. The t-values were provided by the software by using the bootstrapping procedure. It has been discovered that room amenities had not been found significant with customer

satisfaction. This is quite evident in the prior studies as well. Ananth, DeMicco, Moreo, & Howey (1992) found that among many room amenities placed in the guest room, most of them were of no use to the travelers. Choi & Chu (2001) study also found that among the factors that were less significant towards overall guest satisfaction were general amenities provided to the guests. Bhatnagar & Nim (2019) evaluated that laundry and room amenities failed to create impact on guest satisfaction.

Room amenities are divided into three broad categories i.e. bathroom amenities, stationery amenities and in room amenities. The segment of guests which are coming to Chandigarh hotels (majorly corporate & business) normally do not spend much active time in their rooms. They use room to sleep and to get ready for their official visits which is a basic purpose of their visit unlike hotels situated in leisure destinations. As most of the guests are not spending much active time in the room therefore amenities in the room are of not much value addition for them and many times these amenities even goes unnoticed by these guests.

5.2.1.2. Discussion of Hypothesis H1b

This hypothesis was framed to identify the link between cleanliness and customer satisfaction among Chandigarh Tri city hotels. This relationship had found to be significant. Cleanliness has been majorly discussed in previous studies. The results were found to be consistent with prior studies. Weaver & Oh (1993) said that majority of the respondents considered clean, comfortable and cozy rooms while selecting hotels for the first time or repeat visit. Various researches across service industries even shown that cleanliness and location are the key attributes in hotel selection (Amblee, 2015) . In many past studies, cleanliness was found as an important factor leading to guest satisfaction (Knutson, 1988; Barsky & Labagh, 1992; Bhatnagar & Nim, 2019; Weaver & Oh, 1993).

Hence, cleanliness is one of the most significant factors in customer satisfaction as proved in the present study as well. When a resident guest arrives to his room and finds clean surroundings, it gives him a feel of his home. Many good hotels have a

motto to create an aura of "home away from home" for their resident guests. Not only the resident guest, even the guest coming to the restaurant and banquets find clean environment, which assures them of best hygiene practices. In one of the best hotels of India, The Oberoi's group, hotel housekeeping staff has a practice to clean the clean surface so that it should never be dirty. Cleanliness has a larger aspect which includes periodic cleaning, high top dusting, floor scrubbing , disinfectant cleaning, pest control, upholstery cleaning, spring cleaning etc.

5.2.1.3. Discussion of Hypothesis H1c

The hypothesis was developed to identify the connection between Maintenance and customer satisfaction in Chandigarh Tri city hotels. The hypothesis is proved to be supported and found significant on customer satisfaction in the present study. Housekeeping department is responsible for getting all types of wear and tears done from the maintenance team of the hotel. So, maintenance as such comes over the responsibility of the housekeeping department. Well functional & maintained rooms, value of money and service quality of staff were the three most significant factors for guest's satisfaction and repeat patronage to the same hotels (Choi & Chu, 2001). Weaver & Oh (1993) said that majority of the respondents considered clean, comfortable and nicely maintained rooms while selecting hotels for the first time or repeat visit. The pleasant functioning of maintenance & engineering services could be regarded most important, as non-availability of these services or imperfect functioning creates negative image on customer satisfaction (Chan, et al., 2001). Customer satisfaction and loyalty are strongly linked together, which is in turn is linked to the maintenance services, maintenance quality and speed of service (Pitt, Cannavina, Sulaiman, & Mahyuddin, 2016). Maintenance department had to identify star classification, environmental policies, comfort & style trends, Government legislation & regulation, which develops the hotel to remain active in business (Pitt, et al., 2016). According to Chan, Lee and Burnett, (2003), if the maintenance department is efficient, hotels attain elevated guest satisfaction and guest loyalty in the long run.

As stated earlier cleanliness has a major impact on customer satisfaction. In hotel operations, housekeeping is a broad classification and it has various bifurcations such as cleanliness, laundry and periodic maintenance. Housekeeping and engineering department of the hotel works as hand in gloves with the common goal of customer satisfaction. Housekeeping department, which is solely responsible for the cleanliness which has a major impact on customer satisfaction, is the initiator to the maintenance department for the upkeep of the hotel. Therefore it is crystal clear that maintenance and cleanliness both are the sub part of a common group and hence both of these units are responsible for the up keep of the hotel.

5.2.1.4. Discussion of Hypothesis H1d

The prime aim of this hypothesis is to find out the association between decor and customer satisfaction among Chandigarh Tri city hotels. This proposition has been proved significant. Decor creates a mark on the guest satisfaction levels. Previous studies have shown pertinent results stating and intensifying the notion about Decor's significance on customer satisfaction which involves restaurants, retail outlets, hotels and all service industries (Sim, et al., 2006). Jysmä (2012) study found that in luxurious boutique hotels, guests expected outstanding and exceptional atmosphere that's leads to customer satisfaction. Ariffin, Nameghi, & Zakaria (2013) discussed that the attractiveness of the servicescape (physical environment) also plays a vital role apart from the personalized host guest relationship. Spacious and well organized rooms have seen as a factor in catching up guest's attention (Cadotte & Turgeon, 1988). Bitner (1992) stated that physical setting moderates the customer's ultimate satisfaction with the service.

In Chandigarh-tricity hotels, guest expected high standards of decor and design. It has been found that these factors elevate the feeling of being in luxurious environment. The well decorated and soothing surroundings suggested that hotel is well versed with the upcoming trends in design and decor.

5.2.1.5. Discussion of Hypothesis H1e

This hypothesis was framed to measure the connection between laundry and customer satisfaction among Chandigarh Tri city hotels. This hypothesis had not been found supporting the notion. Laundry had failed to create an impact on guest satisfaction in Chandigarh tri city hotels. Bhatnagar & Nim (2019) found that laundry services failed to create impact on guest satisfaction. Although in some other studies it has found to be vital in achieving guest satisfaction (Ambardar, 2015).

Mostly the travelers coming to Chandigarh are of two broad categories, majorly are of the corporate who come to Chandigarh for the business meetings and secondly are the transit tourists who are making halt in-between their journey towards Himalayas. Chandigarh, being a combined capital of Punjab and Haryana, most of the Govt. head office are also in this territory. Such guests had very basic requirements and had not shown much interest and expectations from laundry section of housekeeping. Moreover the stay of these types of guests is also short, so there is not much need of clothes laundering.

5.2.1.6. Discussion of Hypothesis H1f

H1f hypothesis was developed to discover the connection between flower arrangement and guest satisfaction among Chandigarh Tri city hotels. Flower arrangement had found to have an incremental effect on guest/customer satisfaction. As seen in the previous studies, floral decorations and physical ambience creates an exceptionally soothing and relaxing environment for the guests. It is a way to delight the hotel guests. Consumer delight leads to customer satisfaction (Crotts, et al., 2009). If the environment is appropriately designed for a specific function or setting, the agreement was that comfort magnifies which leads to guest satisfaction (Heide, et al., 2009). Flowers add charm to the surroundings. Beautifully arranged flowers well suited with the physical surroundings create a feeling of pleasure and lavishness. Heide, Lærdal, & Grønhaug (2009) findings shown that atmosphere was believed to really count in the hospitality industry. Han & Ryu (2009) discussed the importance of well arranged flowers and plants and its impact on creating beautiful surroundings.

Decor, artifacts, spatial layouts, nicely arranged flowers are the only tangible cues available (Bitner, 1992). The level of satisfaction among hotel's guest is determined by two essential elements i.e. physical ambience and price (Ryu & Jang, 2007; Nguyen & Leblanc, 2002).

5.2.1.7. Discussion of Hypothesis H1g

This proposition was stated to find out the association between mini bar and customer satisfaction among Chandigarh Tri city hotels. Mini bar has not been found significant on customer satisfaction in Chandigarh tricity hotels. Choi & Chu (2001) evaluated that the availability of mini bar didn't made much difference in the satisfaction level of the resident Ahmad, Ariffin, & Ahmad (2008) found low rating of mini bar in comparative rankings of the items/services required for guest satisfaction and found it to be non significant with guest satisfaction.

Although Mini bar is a value added service which is not only for guest convenience but also a mode of revenue generation for the hotel. In the present study, mini bar was not found to be significant with customer satisfaction in Chandigarh- tricity hotels. Primarily reason was the type of clientele staying in these hotels, which were mostly corporate or one night stopovers. Normally most of these guests came for official purposes. In the researcher's field visit, the information which had been gathered implies that guests who came for the official visit were mostly bill to company billing mode. They were entitled to MAP (Modified American plan) food plan on BTC (Bill to company) mode which means that their room rent, breakfast and dinner was to be paid by the company. This category of the guests had to pay from their own pockets for the mini bar consumption. Consumption of mini bar is added financial burden on them and they were not very keen on spending from their own pocket for mini bar services. Moreover most of the guests found mini bar items to be highly priced.

5.2.1.8. Discussion of Hypothesis H1h:

The aim of framing this hypothesis is to find out the link between excellent housekeeping practices and customer satisfaction among Chandigarh Tri city hotels. The role of excellent housekeeping practices has also found to be incremental in improving customer satisfaction. Housekeeping practices were aimed towards providing exceptional experience to the guests. All the procedures and practices are designed to create more comfort for the guests. Providing slumber kit, distress kit for lost luggage, gifting souvenirs to the guests, baby sitting services are exceptional practices being followed in hotels for guest loyalty and satisfaction. Hotels must have best of best practices to overcome competition and achieve customer satisfaction (Siguaw, 1999).

During the survey, some of the exceptional best housekeeping practices that were found which elevated customer satisfaction were providing single lady kit, slumber kit, lightning of aromatic lamps during turn down service/ evening service in rooms, towel origami, personalized birthday / anniversary greetings, distress kit etc.

5.2.1.9. Discussion of Hypothesis H1i

The prime objective of framing this hypothesis is to find out the association between standard operating procedures and customer satisfaction among Chandigarh Tri city hotels. Standard operating procedures (SOP's) had also created a positive impact on customer satisfaction. This had been found in accordance with the prior studies. In order to compete and stay alive in the market, hotels must provide the employees skill & steps to do a particular task properly which would assist in maintenance of quality & integrity of end results (Prasanna, 2013). SOPs helps in making sure that there is uniformity of action in all the operational tasks in the housekeeping department which ensures consistency of end results. Rinekasari, Jubaedah, & Sobariah (2019) findings shown that with the development of housekeeping standard operating procedures, all the practices have been simplified. Implementing standard operating procedures is one of the important practices that need to be initiated by the managers (Tas, 1983). Bellou (2007) focused on the implementation of standard operating procedures for betterment of long term customer satisfaction and organizational culture. The

standardization of the procedures leads to uninterrupted service quality and standards (Liu, et al., 2017).

The management of the hotel should strengthen their SOPs for best housekeeping practices as it leads to customer satisfaction and satisfied customers not only add assured revenue but it also brings more customer through word of mouth publicity. As it is rightly said a satisfied customer is a brand ambassador of the hotel.

5.2.2. Discussion of Results pertaining to Research Hypothesis 2: To estimate the impact of housekeeping services & practices on organization performance, the following hypothesis were framed which are discussed as follows (H2a, H2b, H2c, H2d, H2e, H2f, H2g, H2h and H2i):

Hypothesis 2: There is significant impact of Housekeeping services & practices on organizational performance.

Hypothesis 2a: There is significant impact of Room Amenities dimension of Housekeeping services on organizational performance.

Hypothesis 2b: There is significant impact of Cleanliness dimension of Housekeeping services on organizational performance.

Hypothesis 2c: There is significant impact of Maintenance dimension of Housekeeping services on organizational performance.

Hypothesis 2d: There is significant impact of Decor dimension of Housekeeping services on organizational performance.

Hypothesis 2e: There is significant impact of Laundry dimension of Housekeeping services on organizational performance.

Hypothesis 2f: There is significant impact of Flower arrangement dimension of Housekeeping services on organizational performance.

Hypothesis 2g: There is significant impact of Mini Bar dimension of Housekeeping services on the organizational performance.

Hypothesis 2h: There is significant impact of Excellent Housekeeping Practices on organizational performance.

Hypothesis 2i: There is significant impact of Standard operating procedures dimension of Housekeeping practices on organizational performance.

5.2.2.1. Discussion of Hypothesis H2a

The prime aim of this hypothesis is to check out the relation between room amenities and organization performance among Chandigarh Tri city hotels. The study has not found to be significant. Choi & Chu, (2001) study found that three factors that were less significant towards repeat patronage by the guests were general amenities, IDD facilities and business services. However in some other studies it was found to be significant towards organization performance. Heo & Hyun (2015) found that customer willingness to pay was increased by providing luxury room amenities to the guests.

In the present study, it has been found that Chandigarh tricity hotels, room amenities didn't play a significant role towards organizational performance. Since these amenities are complimentary services given to the guest, there is no revenue generation from them. Room amenities although add up to increasing the cost factor for the housekeeping department. Moreover room amenities impact on customer satisfaction had also not been found significant. Most of the guests are not using much of these amenities which are going unnoticed by the guests and at the same time hotel is spending huge operational costs in providing them.

5.2.2.2. Discussion of Hypothesis H2b

The aim of this hypothesis is to find out the relation between cleanliness and organization performance among Chandigarh Tri city hotels. Cleanliness impact on organization performance had found to be significant. In most of the previous studies cleanliness has been found as an incremental reason that leads to customer satisfaction (Weaver & Oh, 1993; Lewis, 1985; Barsky & Labagh, 1992; Bhatnagar & Nim,

2019). Kandampully & Suhartanto (2000) found that the efficiency of front office, housekeeping, food & beverage is significantly correlated with customer loyalty. It has been found in past studies that customer loyalty leads to attainment of organizational goals. Most of the previous studies had also proved that customer satisfaction leads to organizational performance (Anantatmula, 2007; Agus, et al., 2000). Bhatnagar & Nim (2019) discussed that cleanliness is importantly observed while making a choice of visiting the same hotel again. Lewis & Nightingale (1991) argued that absence of cleanliness in the hotel is the prime factor that leads hotel's guest to look for alternatives.

Hotel room revenue is a key factor for organizational performance. As discussed in previous studies cleanliness leads repeat patronage which is significant in improving occupancy and hence organizational performance. Periodic and timely cleaning prevents heavy repair and maintenance costs which decrease the operational cost of the hotel as well.

5.2.2.3. Discussion of Hypothesis H2c

This hypothesis is framed to find out the relation between maintenance and organization performance among Chandigarh Tri city hotels. Maintenance has not found to be significant with organizational performance. Maintenance department is responsible to put technical efforts to keep physical assets of hotel in functioning condition (Chan, et al., 2001). The expenses incurred on maintenance activities had increased manifold from 2001 to 2005 (Ann, 2011).

Maintenance department is one of the highest cost centric sections of the hotel. In the annual operational as well as capital budget, major cost load on the hotel's finance budget is of the expenses of maintenance department. Although maintenance department is working for the customer satisfaction but in lieu of this heavy expenditure is done by the maintenance department which is a financial load on the hotels revenue. Therefore it is rightly stated that efficient functioning of the maintenance department leads to the customer satisfaction but yet it is considered to be cost centric. Secondly there are much statutory compliances and various Govt.

norms which maintenance department has to ensure to be in accordance with Govt. standards and specifications such as norms of pollution control boards, sewerage treatment plants, effluent treatment plants, controlled noise levels from the generator sets, approval to operate the DG set, approval to store diesel in the premises, upkeep of LT panels and fire hydrants (smoke detectors & water sprinklers) etc. Hotel has to bear these regular expenses which increase the maintenance operational budget.

5.2.2.4. Discussion of Hypothesis H2d

This hypothesis is framed to find out the relation between decor and organization performance among Chandigarh Tri city hotels. Decor is found to have a positive impact on organizational performance. The ambience, beautifully arranged surroundings and correct use of colour themes in furnishings definitely gives a feeling of being in luxury. Although direct implication of these constructs on organizational performance is not much evident in the previous studies. Rahman N. (2010) said that ageing of the restaurant has a negative impact on its performance. Thus, a regular enhancement in decor and structural design is required for consistent improvement.

5.2.2.5. Discussion of Hypothesis H2e

This hypothesis is framed to find out the relation between laundry and organization performance among Chandigarh Tri city hotels. Laundry had found to be significant with organizational performance. It has been found that on premises laundries reduce operating costs up to 60% in comparison with off premises laundries (Schweid, 1972). Effective laundry services give support to the housekeeping which caters to the cleanliness and as shown in previous studies that cleanliness ensures customer satisfaction. Effective laundry techniques ensures minor repair of the linen, staff uniforms, draperies, upholsteries etc which ensures longevity of these fabrics and reduce the frequent new purchase costs, which saves money for the organization. As laundry not only deals in guest laundry but a variety of different tasks and operations are carried out from the laundry section. Hotel laundry is responsible for cleaning,

washing & ironing of all types of linen in the hotel. There are different types of machines like calendar machine, washing chambers, shirt press, huge dryers etc for different usages. Even the staff uniforms are cleaned and maintained in the laundry section of the hotel. Getting these services outsourced would be a huge financial burden and added costs for the hotel. Laundry is the only sub section of housekeeping department which is generating direct revenue for the hotel through valet laundry service. Hence laundry is proved to have a positive role towards organization performance.

5.2.2.6. Discussion of Hypothesis H2f

This hypothesis is framed to find out the association between flower arrangement and organization performance among Chandigarh Tri city hotels. Flower arrangement had been found significant with organizational performance in the present study. Heide, Lærdal, & Grønhaug (2009) findings revealed that designers and architects perceived atmosphere as an important source for creating a competitive advantage. In the study conducted by Heide, Lærdal, & Grønhaug (2009), floral decorations have been found as an important element in creating pleasant surroundings. In another research conducted by Barney (1991), it seemed evident that atmosphere can be an important resource for creating competitive advantage which leads to better market share.

5.2.2.7. Discussion of Hypothesis H2g

This hypothesis is framed to find out the relation between mini bar and organization performance among Chandigarh Tri city hotels. This hypothesis was not supported. Mini Bar was not found to be significant with organizational performance. Ann (2011) study found that mini bar as among the few least influential factors on performance. Similarly the study conducted by Shanka & Quintal (2003) also shown that mini bar was perceived as the least important attributes.

Although Mini bar is a value added service which is not only for guest convenience but also a mode of revenue generation for the hotel. In the present study, mini bar has

not found to be significant with organization performance in Chandigarh- tricity hotels. Mostly the type of resident guest in Chandigarh tricity hotels didn't show much excitement for mini bar services. The length of stay for Chandigarh resident guests normally is found to be short. Most of these guests were company's guest with bill to company payment mode. Mini bar is not much consumed as it is not in the company's entitlement. And most of the guests found mini bar services to be highly priced as well. Since it is not much consumed by the guests and also it is perceived to be highly priced, its impact has found to be negative on organization performance. Most of the other guests apart from corporate were the 'transit tourists". They made a stopover for a day or few in Chandigarh and moved on towards their final destination. This category of transit tourists at Chandigarh hotels take basic minimum services and do indulge much in leisure activities like mini bar, spas etc.

5.2.2.8. Discussion of Hypothesis H2h

This hypothesis is framed to find out the relation between excellent housekeeping practices and organization performance among Chandigarh tricity hotels. Excellent housekeeping practices were found to be incremental in achieving organization performance. The hotel management must focus on enhancing the housekeeping services & practices for attainment of organizational goals. Excellent services could be offered by maintaining best practices and procedures. Although studies of relationship among excellent housekeeping practices and organizational performance was not much prevalent in the literature but few studies of hotel's good practices were found which had proved to be positive in context with organizational performance. Delaney & Huselid (1996) studied the relationship between human resource management practices such as staffing, training and selection with perceptual firm performance measures. Results suggested that better practices were incremental in improving organizational performances. Li, Ragu-Nathan, Ragu-Nathan, & Rao (2006) researched upon better supply chain practices in the industry and found it to have a positive impact with organizational performance. Combs, Liu, Hall, & Ketchen (2006), evaluated that high standard work practices lead to positive effect on organizational performance.

5.2.2.9. Discussion of Hypothesis H2i

This hypothesis is framed to identify the relation between standard operating procedures and organization performance among Chandigarh Tri city hotels. Standard operating procedure had not found to be significant with organizational performance. Tomazzoni & Zanette (2013) discussed about importance of Standard Operating Procedure (SOP) for housekeeping department. Although, SOP's had found to be significant with customer satisfaction but its relationship with organization performance had not been supported. A lot of expenses are incurred by the hotel in framing the standards operating procedures for the hotel. A lot of time of hotel managers gets consumed in framing these procedural practices. Sometimes hotel management hires external experts for providing consultancy in framing these standard operating procedures for which these experts were paid hefty consultation charges, which became as an additional financial load on to the hotel. While making the standard operating procedure, a lot of trials were conducted; mock drills were carried out, consuming lot of hotel's resources and raw materials. These procedures are not bringing any direct monetary benefit or return to the hotel. Once standard operating procedures are framed, emphasis comes on the learning and development team to ensure proper training of employees for effective implementation of drafted procedures. The hotel management also had to organize periodic audits to check the effective implementation of the standard operating procedures. Framing of standard operating procedures is a long journey, which has various milestones of identification, training, implementation and audit. All this is a cost added factor for the hotel.

5.2.3. Discussion of Results pertaining to Research Hypothesis 3:

To estimate the effect of customer satisfaction as a mediating variable between the relationship of housekeeping services and organization performance, the following hypothesis were framed which are discussed as follows (H3a, H3b, H3c, H3d, H3e, H3f, H3g):

Hypothesis 3: Customer satisfaction acts as a mediator between the relationship of housekeeping services and organization performance.

Hypothesis 3a: Customer satisfaction acts as a mediator between the relationship of Room amenities dimension of housekeeping services and organization performance.

Hypothesis 3b: Customer satisfaction acts as a mediator between the relationship of Cleanliness dimension of housekeeping services and organization performance.

Hypothesis 3c: Customer satisfaction acts as a mediator between the relationship of Maintenance dimension of housekeeping services and organization performance.

Hypothesis 3e: Customer satisfaction acts as a mediator between the relationship of Laundry dimension of housekeeping services and organization performance.

Hypothesis 3f: Customer satisfaction acts as a mediator between the relationship of Flower arrangement dimension of housekeeping services and organization performance.

Hypothesis 3g: Customer satisfaction acts as a mediator between the relationship of Mini bar dimension of housekeeping services and organization performance.

5.2.3.1. Discussion of Hypothesis H3a

This hypothesis is framed to find whether customer satisfaction acts as a mediator between the relationship of room amenities dimension of housekeeping services and organization performance. This hypothesis was not found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct effect of room amenities was not found significant with organization performance, mediating effect is not considered to be existing. Thus, customer satisfaction didn't mediate the relationship between room amenities and organization performance.

5.2.3.2. Discussion of Hypothesis H3b

This hypothesis is framed to find whether customer satisfaction acts as a mediator between the relationship of cleanliness dimension of housekeeping services and organization performance. This hypothesis was found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct and indirect effect of cleanliness was found significant with organization performance, mediating effect is considered. Partial mediation role of customer satisfaction had been detected between the relationships of cleanliness and organization performance. Mahamad & Ramayah (2010) study revealed the role of customer satisfaction between service quality and loyalty. Hamza (2013) suggested that customer satisfaction significantly mediates the relationship between customer involvements towards word of mouth and repurchases intention.

In the past studies, customer satisfaction had been found as a mediator in varied relationships related with service industry. In the current study as well, customer satisfaction had found to mediate the relationship between cleanliness and organization performance. As proved in the analysis that cleanliness leads to organization performance in hotel industry. But if hotel guests in Chandigarh are not satisfied, hotels would not be able to achieve organization performance even if the hotel is highly cleaned. Organization performance can be achieved if the customers/ guests are satisfied at the same time.

5.2.3.3. Discussion of Hypothesis H3c

The prime aim of said hypothesis is to find whether customer satisfaction acts as a mediator between the relationship of maintenance dimension of housekeeping services and organization performance. This hypothesis was not found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct effect of maintenance was not found significant with organization performance, mediating effect is not considered to be existing. Thus, customer satisfaction didn't mediate the relationship between maintenance and organization performance

5.2.3.4. Discussion of Hypothesis H3d

The prime aim of this hypothesis is to check whether customer satisfaction acts as a mediator between the relationship of Decor dimension of housekeeping services and organization performance. This hypothesis was found to be significant. Partial mediation role of customer satisfaction had been detected between the relationships of Decor and organization performance. Customer satisfaction is found to have a partial mediation in the relationship between restaurant image and behavioral intentions (Ryu, et al., 2008). Back (2005) found that customer satisfaction mediates the relationship between image congruence and brand loyalty. When the customer feels that ambience reflects standard, luxurious interior design, pleasant lighting, soothing color schemes, their satisfaction level increases (Ryu & Han, 2010).

Decor has a significant impact on organization performance. But in absence of customer satisfaction even highly decorated and pleasant environment will not lead towards organization performance. So, customer satisfaction is important to attain specifically for hospitality sector.

5.2.3.5. Discussion of Hypothesis H3e

The prime aim of this hypothesis is to check whether customer satisfaction acts as a mediator between the relationship of laundry dimension of housekeeping services and organization performance. This hypothesis was not found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct effect of laundry was not found significant with organization performance, mediating effect is not considered to be existing. Thus, customer satisfaction didn't mediate the relationship between laundry and organization performance

5.2.3.6. Discussion of Hypothesis H3f

The prime aim of this hypothesis is to evaluate whether customer satisfaction acts as a mediator between the relationship of flower arrangement dimension of housekeeping services and organization performance. This hypothesis was found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct and indirect effect of flower arrangement was found

significant with organization performance, mediating effect is considered. Partial mediation role of customer satisfaction had been detected between the relationships of flower arrangement and organization performance. Customer satisfaction completely mediated the effects of service performances on switching intention. Moon, Yoon, & Han (2016) found customer emotion as a partial mediator between airport's physical environments and customer satisfaction. Liu & Tse (2018) found that physical atmosphere have larger direct effects than indirect effect on revisit intentions which is partially by customer satisfaction.

Thus, beautiful well arranged thematic floral decorations will not lead to organization performance in the absence of customer satisfaction.

5.2.3.7. Discussion of Hypothesis H3g

This hypothesis is framed to find out whether customer satisfaction acts as a mediator between the relationship of Mini bar dimension of housekeeping services and organization performance. This hypothesis was not found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct effect of mini bar was not found significant with organization performance, mediating effect is not considered to be existing. Thus, customer satisfaction didn't mediate the relationship between mini bar and organization performance

5.2.4. Discussion of Results pertaining to Research Hypothesis 4:

To estimate the effect of customer satisfaction as a mediating variable between the relationship of housekeeping practices and organization performance, the following hypothesis were framed which are discussed as follows (H4a, H4b):

Hypothesis 4: Customer satisfaction acts as a mediator between the relationship of housekeeping practices and organization performance.

Hypothesis 4a: Customer satisfaction acts as a mediator between the relationship of excellent housekeeping practices and organization performance.

Hypothesis 4b: Customer satisfaction acts as a mediator between the relationship of Standard operating procedure dimension of housekeeping practices and organization performance.

5.2.4.1. Discussion of Hypothesis H4a

This hypothesis is framed to find whether customer satisfaction acts as a mediator between the relationship of excellent housekeeping practices and organization performance. This hypothesis was found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct and indirect effect of excellent housekeeping practices was found significant with organization performance, mediating effect is considered. Partial mediation role of customer satisfaction had been detected between the relationships of excellent housekeeping practices and organization performance. Ahmad & Rahman (2014) found customer satisfaction to be a significant moderator between quality management practices and communication behavior among hajj pilgrims. Saeidi & Sofian (2015) findings suggest that customer satisfaction, reputation and competitive advantage have a significant role between firm performance and corporate social responsibility practices.

Excellent housekeeping practices lead to better hotel performance by improving guest satisfaction. As housekeeping practices are aimed at creating better services for the guests with full utilization of available resources and time, this creates guest satisfaction at the same time.

5.2.4.2. Discussion of Hypothesis H4b

This hypothesis is framed to evaluate whether customer satisfaction acts as a mediator between the relationship of standard operating procedure dimension of housekeeping practices and organization performance. This hypothesis was not found to be significant. Significance of direct and indirect effect was tested for performing the mediation analysis. Since the direct effect of standard operating procedures was not

found significant with organization performance, mediating effect is not considered to be existing. Thus, customer satisfaction didn't mediate the relationship between standard operating procedure and organization performance

5.2.5. Discussion of Results pertaining to Research Hypothesis 5: The Hypothesis framed was:

Hypothesis 5: Pricing acts as a moderator in the relationship between housekeeping services and customer satisfaction.

Discussion: This hypothesis is framed to estimate the effect of pricing as a moderating variable between the relationship of housekeeping services and customer satisfaction in Chandigarh Tricity hotels. The structural model showing the moderation effect of price in the relationship between housekeeping services and organization performance was developed. The significance was tested by using bootstrapping procedure. As per the analysis, price has been found as a significant moderator between the relationship of housekeeping services and customer satisfaction. Price has proved to have an incremental role is disconcerting the relationship that exists between housekeeping services and customer satisfaction. It shows when pricing becomes higher, housekeeping services becomes less important for the explanation of customer services and similarly when pricing becomes lower, housekeeping services becomes more important for the explanation of customer services. In the similar study conducted by Ryu & Han (2010), perceived price was seen as a significant moderator between the relationship of service quality and customer satisfaction. When the guest perceived that the price is reasonable, their satisfaction with the housekeeping services was enhanced. In Chandigarh tricity hotels, price was seen as a vital moderator. The respondents were found to have varied satisfaction levels with change in price conditions of the different services in the hotel.

5.2.6. Discussion of Results pertaining to Research Hypothesis 6: The Hypothesis framed was:

Hypothesis 6: Pricing acts as a moderator in the relationship between housekeeping practices and customer satisfaction.

Discussion: This hypothesis is framed to estimate the effect of pricing as a moderating variable between the relationship of housekeeping practices and customer satisfaction in Chandigarh Tricity hotels. The structural model showing the moderation effect of price in the relationship between housekeeping practices and organization performance was developed. The significance was tested by using bootstrapping procedure. As per the analysis, price has been found as a significant moderator between the relationship of housekeeping practices and customer satisfaction. Price has proved to have an incremental role is disconcerting the relationship that exists between housekeeping practices and customer satisfaction. It shows when pricing becomes higher, housekeeping practices becomes less important for the explanation of customer services and similarly when pricing becomes lower, housekeeping practices becomes more important for the explanation of customer services. Ryu, Han, & Kim (2008) found that guest's opinion of a reasonable price interfere as a moderator variable to improve the impact of quality of service, food and physical environment on their satisfaction. The top three reasons that impact customer satisfaction is found to be cleanliness, decor and excellent practices. But with change in price of attributes the change in guest satisfaction levels is observed. Although best practices lead to happy, loyal and satisfied guests, but price plays a major role in-between these relationships. For example, a guest is satisfied with the quick, excellent and appropriate practices of the housekeeping department but if prices become high the same guests may or may not remain satisfied.

5.2.7. Discussion of Results pertaining to Research Hypothesis 7: The Hypothesis framed was:

Hypothesis 7: Pricing acts as a moderator in the relationship between housekeeping services and organization performance.

Discussion: This hypothesis is framed to estimate the effect of pricing as a moderating variable between the relationship of housekeeping services and

organization performance in Chandigarh Tricity hotels. The structural model showing the moderation effect of price in the relationship between housekeeping services and organization performance was developed. The significance was tested by using bootstrapping procedure. As per the analysis, price has not been found as a significant moderator between the relationship of housekeeping services and organization performance. Yee, Yeung, & Cheng (2010) found employee loyalty, switching cost and market competitiveness as major moderating variables that effect performance of the organization. Kohtamäki, Partanen, Parida, & Wincent (2013) found network capabilities as an important moderator between organization growth and service relationships.

Housekeeping services like cleanliness, decor, flower arrangements, laundry has found to have incremental impact on organization performance of the hotel. Price doesn't play a significant role in between these relationships. Whether price is increased or decreased, the contribution made by these services will not be affected. Hence price is not found to be a significant moderator between housekeeping services and organization performance.

5.2.8. Discussion of Results pertaining to Research Hypothesis 8: The Hypothesis framed was:

Hypothesis 8: Pricing acts as a moderator in the relationship between housekeeping practices and organization performance.

Discussion: This hypothesis is framed to estimate the effect of pricing as a moderating variable between the relationship of housekeeping practices and organization performance in Chandigarh Tricity hotels. The structural model showing the moderation effect of price in the relationship between housekeeping practices and organization performance was developed. The significance was tested by using bootstrapping procedure. As per the analysis, price has been found as a significant moderator between the relationship of housekeeping practices and organization performance. Price has proved to have an incremental role is disconcerting the relationship that exists between housekeeping practices and organization

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performance. It shows when pricing becomes higher, housekeeping practices becomes less important for the explanation of organization performance and similarly when pricing becomes lower, housekeeping practices becomes more important for the explanation of organization performance. Cook, Heiser, & Sengupta (2011) study showed the impact of supply chain as a moderator between the relationship of supply chain practices and performance. Zhu & Sarkis (2004) found that quality management and just in time were the two significant moderators between green supply chain management practices and performance. Price was evaluated as a significant moderator in the four stages of customer loyalty model (Evanschitzky & Wunderlich, 2006).

Excellent housekeeping practices have found to have a positive impact on organization performance but with the influence of price, this relationship is disturbed. When price is changed, impact of practices on organization performance will not remain constant. Mediating effect of customer satisfaction is also observed between the relationship of excellent housekeeping practices and organization performance. As discussed earlier as well, rise in price will effect customer satisfaction, which disturbs the relationship that exists between excellent practices and organization performance.

5.2.9. Discussion of Results pertaining to Research Hypothesis 9: The Hypothesis framed was:

Hypothesis 9: There is significant impact of customer satisfaction on organizational performance.

Discussion: The prime aim of framing this hypothesis is to identify the relationship between customer satisfaction and organization performance among Chandigarh Tri city hotels. The present research had found that customer satisfaction is significantly important in achieving organizational performance. This had been proved in earlier studies as well. Repeat purchase is influenced by customer delight with recommendations of the product or service to others (Berman, 2005). Cronin Jr & Taylor (1992) said that customer satisfaction is strongly associated with repurchase

intention. Bhatnagar & Nim (2019) discussed that guest satisfaction is highly correlated with making a choice of visiting the same hotel again. Customer satisfaction is a kind of reinforcement that influence on consistent maintenance of brand loyalty and repeat patronage (Cronin Jr & Taylor, 1992). Most of previous researches have shown that customer happiness is associated with customer satisfaction and constructively is more linked with profitable businesses, positive word-of-mouth and loyal customers (Torres & Kline, 2006).

A satisfied guest is like brand ambassadors of the hotel which will not only bring assured revenue from his repeated visits but also will bring new guests to the hotel by word of mouth publicity. A satisfied guest will spread positive vibes about the hotel to the outer world which would improve the brand image of the hotel.

5.3. SUMMARY

The chapter was based on the discussions of the results measured from analysis of data computed in the previous chapter of the research project. The hypotheses were framed on the basis of research objectives. These hypotheses were tested in the previous chapter. A detailed discussion based on the results of the analysis was done. Previous studies which had shown similar results were also discussed and the results were compared. Most of the results were found true in comparison to previous studies. Although some results were found contradictory as compared with previous studies, therefore possible factors behind the same were discussed.

CHAPTER 6: CONCLUSION, IMPLICATIONS, & LIMITATIONS

6.1 INTRODUCTION

In the previous chapter, the discussion pertaining to the results of the study were analyzed. To achieve the objectives of the study, review of literature was examined in chapter 2. Based on this, in chapter 3, an appropriate conceptual framework was developed along with estimated research methodology to carry out the further research. An appropriate research design was framed with hypothesis to meet the objectives of the study. Further, in chapter 4 data analysis was done based on the statistical techniques discussed in chapter 3. In chapter 5, discussions based on the results of the analysis were done in consideration with the past studies. This chapter deals with the discussion in context with the research objectives and findings. To sum up the research, this chapter also discusses the implications, limitations, future scope of study and finally conclusion.

This chapter is divided into following sections:

- ➤ **Conclusions in Context with Objectives of the Study**
- ➤ **Managerial Implications**
- ➤ **Limitations & Future Scope of Study**
- ➤ **Assumptions**
- ➤ **Recommendations and Suggestions**
- ➤ **Summary**

6.2. CONCLUSIONS IN CONTEXT WITH OBJECTIVES OF THE STUDY

The key objective of this study was to frame a conceptual model that can envisage the factors that determine housekeeping services & practices of the hotel industry in

Chandigarh tricity. To develop this, a structured planned review of literature was conducted. In the past studies, there were limited research studies that explored the association among the housekeeping services & practices with customer satisfaction and organization performance in the hotel industry of Chandigarh tricity. In fact the researcher had not found any study done on hotel industry typically on Chandigarh tricity hotels. In most of the international studies, front dealing departments were considerably discussed more as compared to the back support departments. The responses were collected from different respondents staying as staying guests of the hotels around Chandigarh Tricity area. These guests belonged to different state of residence and various cultural backgrounds. Data was collected all through the year in different months from different hotels. It took 1.5 yrs to collect the data completely from all these hotels. After collection of the data, the analysis was undertaken incorporating various statistical techniques and tools which were discussed in chapter 4 of the study. The mediating and moderating variables were discussed in relation with the study. The results came across presented various managerial implications. The conclusion of the research can be discussed in context with the research objectives of the study:

6.2.1. The Study of Factors Affecting Housekeeping Services and Practices in Hotels

A detailed study on previous researches was undertaken. On the basis of this, various factors were considered which were shown affecting housekeeping services & practices. From the previous studies, the constructs and variables which were widely been discussed were shortlisted. Measurement model was being developed to estimate the reliability and validity of these variables. Construct validity, internal consistency and content validity was measured. After satisfaction of the reliability of the model, the associated factors that affect housekeeping services & practices were assessed as follows:

➢ **Room Amenities**
➢ **Cleanliness**

- ➢ **Maintenance**
- ➢ **Decor**
- ➢ **Laundry**
- ➢ **Flower arrangement**
- ➢ **Mini Bar**
- ➢ **Excellent housekeeping practices**
- ➢ **Standard operating procedures**

6.2.2. Conclusion in Context with Relationship between Housekeeping Services & Practices and Customer Satisfaction.

All the constructs of housekeeping services & practices were evaluated and assessed for their relationship with customer satisfaction. Among nine hypothesis framed under the relationship of housekeeping services & practices with customer satisfaction, six were found to be supportive and remaining three were not found to be supportive. The constructs of housekeeping services & practices that were found significant with customer satisfaction were cleanliness, decor, excellent housekeeping practices, flower arrangement, maintenance and standard operating procedure. The constructs not found significant with customer satisfaction were laundry, mini bar, room amenities. Possible implications that could be incorporated in the present work procedure of housekeeping operations were discussed. Similarly the possible reasons behind the relationships that had not found significant were also discussed. The suggestions pertaining to the results were also discussed.

6.2.3. Conclusion in Context with Relationship between Housekeeping Services & Practices and Organization Performance.

All the constructs of housekeeping services & practices were evaluated and assessed for their relationship with organizational performance. Among nine hypothesis framed under the relationship of housekeeping services & practices with organization performance, five were found to be supportive and remaining four were not found to

be supportive. The constructs of housekeeping services & practices that were found significant with the relationship with organization performance were cleanliness, decor, excellent housekeeping practices, flower arrangement and laundry. The constructs found to be non significant with organization performance were mini bar, maintenance, room amenities and standard operating procedures. Possible implications that could be incorporated in the present work procedure of housekeeping operations in the hotels were discussed. Similarly the possible reasons behind the reasons where the relationships have not been found significant were also discussed. The suggestions pertaining to the results were also discussed.

6.2.4. Conclusion in Context with Impact of Price as a Moderator between the Relationship with Housekeeping Services & Practices and Customer Satisfaction.

All the constructs of housekeeping services & practices were measured for mediating and moderating effects. The mediation effect of customer satisfaction between housekeeping services & practices and organization performance was evaluated. Customer satisfaction is found to act as a partial mediator between the relationships of cleanliness, decor, excellent housekeeping practices and flower arrangement with organization performance. The moderating effect of price was also measured between relationships of housekeeping services & practices with customer satisfaction. The price is found to be a significant moderator between the relationship of housekeeping services & practices with customer satisfaction. Managerial implication of the same were discussed along with suitable recommendations.

6.2.5. Conclusion in Context with Impact of Price as a Moderator between the Relationship with Housekeeping Services & Practices and Organization Performance.

The moderating effect of price was also measured between relationships of housekeeping services & practices with organization performance. The price is not

found to be a significant moderator between the relationships of housekeeping services with organization performance but price is found to be a significant moderator between relationships of housekeeping practices with organization performance. Managerial implications of the same were discussed along with suitable recommendations.

6.2.6. Conclusion in Context with Impact of Mediating Variables on the Relationship between Housekeeping Services and Organizational Performance

Customer satisfaction has been found to have a partial mediating effect between the relationships among some of the variables of housekeeping services & practices with organization performance. The variables that were found to have customer satisfaction mediating in relationship with organization performance were Cleanliness, Décor, Excellent housekeeping practices and Flower arrangement. Customer satisfaction has a mediating effect in between all these relationships. The VAF value confirms partial mediation. This supports the fact that customer satisfaction is an incremental factor as it mediates other relationships as well. Well organized, well decorated hotel setups with high standards of cleanliness and exceptionally good practices will not lead to organizational performance in the absence of customer satisfaction.

6.3. MANAGERIAL IMPLICATIONS

This section provides both theoretical and managerial suggestions that are derived from the results of this study. This research study was performed among hotel industry of Chandigarh tricity and explored the factors influencing housekeeping services & practices and their significance towards customer satisfaction and organization performance. The influence and effect of price towards their relationship was also evaluated. The study revealed the various managerial implications. These findings & implications were:

Cleanliness has a major role in customer satisfaction. The clean environment signifies standard of the hotel and ensure to the guest that the best housekeeping services are being followed by the hotel housekeeping staff. Good star hotel follow standard protocol for cleanliness as it exhibits their high standards and hygiene factor to the guests. Cleanliness has shown to be incremental towards customer satisfaction and organizational performance as well. Hotel managers must imply practices to create clean and comfortable surroundings in the hotel.

Excellent services should be incorporated to achieve customer satisfaction and organizational performance. Better services can be provided by maintaining standard operating procedures for each and every task performed in the hotel. Hotel employees shall be provided proper training and skills to follow these standard operating procedures. Standardization of the procedures will lead to professionalism in services which helps in creating excellence.

Room amenities are not being considered as important amenities in Chandigarh hotels. Mini bar has also not been proved as a significant factor, so alternative arrangements could be drawn for increasing revenue from some other sources. Lesser operational costs should be incurred in improving guest room amenities.

Decor plays a vital role in exhibiting customer satisfaction and organization performance. Effort should be imparted to refurbish, redecorate or change the physical settings, decor or the colour schemes around the front areas including lobby, restaurants, bar etc after every five years. A change in physical surroundings would create a different look, which would attract more guests towards the hotel and retain the loyal customers as well. Floral arrangements should be used in the hotel to beautify the surroundings and enhanced the look of every hook and corner of the hotel.

Although laundry has found to be not significant with customer satisfaction, it should be maintained well and updated. As laundry not only deals in guest laundry but a variety of different tasks and operations are carried out from the laundry area. Hotel laundry is responsible for cleaning, washing & ironing all types of linen in the hotel. There are different types of machines like calendar machine, washing chambers, shirt

press, huge dryers etc for different usages. Even the staff uniforms are cleaned and maintained in the laundry section of the hotel. Getting these services outsourced would be a huge financial burden and added costs for the hotel.

Customer satisfaction leads to organizational performance. If the hotel wants to progress, they need to keep their customers happy and satisfied with their services. Competitive advantage can be achieved by providing better services. Customer satisfaction can be attained by providing best services. Hotel managers must focus on attaining maximum customer satisfaction. Though most of the hotels take back feedback from their customers but very few hotels get back for any complaints from their guests and put effort to solve these problems further. Staff must be given training to deal with guest's problems with utmost care and professionalism. Customer satisfaction is found to be a partial mediator between the relationship among cleanliness, decor, flower arrangement, excellent housekeeping practices with organization performance. It shows that the impact of physical atmosphere and excellence in practices would go in vain in the absence of customer satisfaction. Hence hospitality organizations must focus on achieving customer satisfaction.

Price plays a significant moderator between relationship of housekeeping services & practices with customer satisfaction; it should be fixed appropriately keeping in mind various other factors. There are many guest amenities which are placed in the hotel's guest room for the customer delight. Generally first service of these amenities is complimentary for the guest but the second service is on chargeable basis. For example, first service of fruit basket is complimentary in most of the resort hotels, but if a guest wants to replenish or want more fruits then it comes under the chargeable item. The hotel guest get a wow feeling when he sees a complimentary fruit basket in the room but when he asks for replenishment it is charged which is not a pleasing factor for the guest. In fact some guest feels annoyed for charge of the replenishment. The reason for this is the human psychology of the guest, when he get fruit basket complimentary, he expects the replenishment also complimentary. On the other hand hotel can't give the unlimited replenishment complimentary of various amenities to the resident guests as it increases the room operational cost.

6.4. LIMITATION AND FUTURE SCOPE OF RESEARCH

This primary study was the original effort to identify the importance of housekeeping services & practices in Chandigarh tri- city hotels and to evaluate the relationship with variables customer satisfaction and organization performance. There were many limitations that created a hindrance in reaching out objectives of the study. These findings bring vital implications that are relevant for future research as well

➢ **Management reluctance**

It was a big problem to get the permission from different reputed star hotels for allowing an external agent to take responses from the resident guests. A hotel lobby is not a public area where unauthorized personnel are allowed to roam around. The hotel is guarded day and night by a team of security personals. The feedback of the resident guests of the hotel was also confidential information. Researchers had to collect data from 30 different hotels around Chandigarh tricity. The management of around twenty hotels gave the permission for surveying their resident guests but ten hotels denied the data collection requests from their hotels. The general managers of these hotels were approached & requested to allow the researchers for the permission to collect responses from the resident guests of the hotel. As the sample size was also very large, a lot of time was duly occupied in the process of data collection itself. Therefore a limitation was faced from the management of different hotels for the collection of data.

➢ **Respondent's reluctances**

Survey approach was followed for the collection of data. While surveying, the researcher had to approach the resident guests of the hotels. These guests were travelers belonging to various state of residence and had arrived in Chandigarh for various purposes. Most of the people surveyed were from corporate sector and had arrived in Chandigarh for the purpose of business. Generally these guests were available in the hotel during the evening time for the purpose of availability for taking

their response. There was a huge fragment of reluctance from these residents' guests as they were mostly occupied in their personal activities. Most of the guests were found not willing to give their opinion on the services & practices followed in the hotel. Taking responses from the hotel's guests was a big challenge in itself.

  ➢ **Sample size**

Sample size was derived keeping in view the tourist arrival statistics of the region. Based on this the sample size was considered as 425. The data had to be collected from different hotels across Chandigarh and adjoining regions. Taking responses from 425 travellers was a big challenge; a lot of limitations came across taking a big sample size for the survey and analysis.

As discussed in the research gap, the studies pertaining to housekeeping department is quite less. In the present study, various factors linked with housekeeping department were discussed. These factors were analyzed upon their relationship with satisfaction of the guest and performance of the hotel. There is a scope to study each factor linked with housekeeping separately and analyze its significance with customer satisfaction. As competition among the luxury hotels have also been increasing since last ten years, researches must be done to study the competitive advantage factor among these hotels. Room amenities have not been found significant in the present study, but there are some amenities which are essential. Absence of which may lead to dissatisfaction. A study of essential and non essential room amenities may be carried out for the hotels of same sampling area. Each factor linked with housekeeping could be studied separately and their relationship with customer satisfaction or competitive advantage can be analyzed.

6.5. ASSUMPTIONS

This study includes many assumptions. Simon (2013) defined assumption as factors that influence the study, but researcher cannot prove these factors after the completion

of study. The first assumption was made that responses collected from the respondents represented actual image of the housekeeping services & practices of the hotel. Participants were assumed to meet the criteria of study.

Secondly, it was assumed that measurement scale was reliable and the research hypothesis would frame as per the need of the study to meet the objective of the study.

It was assumed that the data analysis method adopted for this study would provide the reliable and easy to understand results.

It was assumed that the respondents represented the whole hotel industry of Chandigarh tricity and the responses might prove real across different parts of north India as well.

These assumptions were essential as the researcher could not justify the issues that arise based on participants' responses.

6.6. RECOMMENDATIONS AND SUGGESTIONS

Cleanliness and hygiene has been proved as an incremental factor in achieving customer satisfaction and organization performance in the current study. The current research was initiated in the year 2016 to propagate and spread awareness about the significance of housekeeping operations. Housekeeping operations were considered to be backend jobs but in the present scenario, year 2020, it has been proved that nothing more important is there than hygiene practices. Today whole world is giving utmost importance to cleanliness and hygiene in every business/work which is being carried out. In the pandemic situation of corona crisis around the world, the importance of cleanliness and hygiene can never be undermined. The present scenario has made people believe that housekeeping operations are the utmost requirement while staying away from home. Hospitality industry has been hit badly and got a huge blow due to the corona pandemic. The only way by which the hospitality establishments can sustain business is through exercising intensive cleanliness and hygiene practices in each and every operation.

The hospitality establishments should incorporate intensive cleaning and hygiene practices in their work routine. As the world is unlocking itself, many countries have opened public places, hotels and restaurants. It has become the moral responsibility to stop the spread of virus and protect lives. Initializing the following recommendations would help hotels to protect guests and staff from catching any infection. Some of the recommended changes in operational procedures for hotels to fight with Covid pandemic situation are discussed below:

For Hotel premises:

➢ For staff and guests, temperature check must be done through thermal Gun thermometers at every entry point.

➢ Hand Sanitizers, Hand Gloves and Masks should be made available for guests in the lobby itself.

➢ Emergency helpline numbers should be available at the Front desk area.

➢ Bio-hazard garbage bags should be used for used masks and other materials.

➢ Disinfectants like sodium hypochlorite (1%) must be used frequently. Common touch points like elevator buttons, door handles, counter tops, railings, tabletops, etc. must be thoroughly cleaned continuously.

➢ Posters displaying information related to prevention of Covid 19 pandemic must be displayed at various locations for awareness.

➢ Social distancing (6 feet) and regular hand washing must be given priority.

➢ The guidelines of CPWD for air-conditioning/ventilation must be followed which inter alia emphasizes that the temperature setting of all air conditioning devices should be in the range of 24-30 C. Relative humidity should be in the range of 40-70%.

For Staff

➢ All staff must wear mask & hand gloves which should be changed/ disinfected after handling each customer to avoid cross contamination.

- ➢ Respiratory etiquettes i.e. covering mouth and nose with bent elbow or tissue while coughing or sneezing must be maintained.

- ➢ Social distancing is maintained among staff members and guests. Staff should refrain from hugging & shaking hands with guests as well as among themselves.

- ➢ All staff must wear shoes while operating at the property and shoes should not be opened while cleaning the property. It is advised to wear a disposable shoe cover while cleaning.

- ➢ Staff must follow restricted movement (only in cases of work) around rooms.

- ➢ A rapid response team must be established. The team should be responsible to prevent incidents, effectively manage cases and mitigate impact among guests, staff and other involved parties.

Standard operating procedures for Room cleaning & Housekeeping

- ➢ Disinfection of common areas like corridors, elevators, stairs etc. must be done regularly.

- ➢ In case of any repair or maintenance required, staff should get on a video call with the guest to better understand the issue or assist the guest. In case it is not possible to resolve via call, maintenance personnel should wear hand gloves and masks while doing the services inside the room. Guests are advised to stay outside the room.

- ➢ The Guest will have an option to opt out from daily cleaning.

- ➢ Linen should be changed as per the request by the guest.

- ➢ Housekeeping staff must wear masks or PPE (wherever applicable) while cleaning/ deep cleaning.

- ➢ Staff must sanitize their hands or wash their hands with soap before & after the cleaning process.

- ➢ During the cleaning process, guests should stay in the lobby near the room without touching anything.

- ➢ Linen must be changed after every checkout and for longer stays as per the request by the guest.

- ➢ The garbage needs to be disposed as – dry, wet, glass, biodegradable.
- ➢ PPE's like gloves, masks etc. to be segregated and disposed separately in bio-hazard bags

6.7. SUMMARY

After discussion of the results based on analysis of data, the next step was to discuss the possible managerial implications behind the results. The vital implications required to be incorporated in the hotel industry were discussed with possible suggestions. The objectives of the research study were concluded and discussed along with the appropriate results derived from the analysis. The possible limitation of the study that came across while pursuing the research was also discussed.

Finally the conclusion of the study was elaborated by the end of the chapter. The findings had shown various new suggestion and possible course of future studies.

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LIST OF ABBREVIATIONS AND ACRONYMS

ARR- Average room rate/ revenue

FDI -Foreign Direct Investment

FEE -Foreign Exchange Earning

FHRAI -Federation of Hotel & Restaurant Association of India

GRA- Guest room attendant

GSDP-Gross State Domestic Product

HRACC-Hotel and Restaurant Approval & Classification Committee

HRANI-Hotel & Restaurant Association of North India

IHG- International Hotel Group

WTTC -World Travel & Tourism Council

Amenity- A service or item offered to guests or placed in room for convenience & comfort at no extra cost

Concierge- A team of hotel staff who assists guests by handling the storage of luggage, making further reservations, arranging tours or procuring certain articles and providing information.

Ergonomics- The study of employees of a particular organization in relation to the prevalent working environment & conditions.

Guest supplies- Items placed in the guest room free of cost for the use and comfort of the guests.

Horticulture- The science of growing plants or of gardening.

Inventory- Stocks of merchandise, operating supplies and other items held for future use in the hospitality operations.

Linen- Material woven from the fibres of the flax plant, generally used to denote daily launderable articles in the linen room.

Operational Departments- The operational departments in hotel are: Front office, housekeeping, food and beverage & food production department. These are departments where actual interaction takes place or products and services are put together in hands on manner for guests.

Par level- The standard number of each inventoried item that must be in hand to support daily routine housekeeping operations.

Turn down Service- A special service provided by the housekeeping department in which a room attendant enters the guest room early in the evening to tidy up the room, re-stock supplies and turn down the cover of the bed in preparation for the night.

Upholstery- Textiles, padding, springs and other materials used for decorating furniture and rendering it more comfortable.

Vanity Units- A unit comprising of a wash basin and mirror surrounded by a flat counter where soaps, a dental kit and tooth glasses are kept.

Appendix 1

<div align="center">

RESEARCH QUESTIONNAIRE

</div>

Dear Sir/ Madam,

I am pursuing a research on **"Impact of Housekeeping Services & Practises on Customer Satisfaction and Organizational Performance"**. Please take a few minutes to give your valuable opinion on the statements below. **Your response will be kept confidential and will be used for academic purpose only.** Kindly give your unbiased opinion on 5 point likert scale wherein **1 = strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.**

Section A

Sr. No	Statements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
	Housekeeping Services (1) Cleanliness					
1.	Rooms are spotlessly clean					
2.	Rooms are comfortable and cosy					
3.	The standard of cleanliness is high in the hotel.					
4.	The standard of hygiene and sanitation is maintained everywhere in the hotel					
5.	Linen is always spotlessly clean					
6.	Bathroom is always appropriate cleaned and sanitized.					
	(2) Room Amenities					
7.	My room is very well equipped with guest amenities. (e.g. hangers, shoe polish, stationery etc.)					
8.	Expansive range of high quality bathroom amenities is available. (e.g. bathroom slippers, bubble					

	bath, bath gel, moisturiser, shaving balm etc)					
9.	Variety of towels pertaining to specific needs are available. (e.g. face towel, bath towel, hand towel, bath mat , bathrobe etc)					
10.	Good quality of iron and iron board is available on request					
	(3) Laundry					
11.	I often use laundry service in the hotel.					
12.	Laundry service is of good quality					
13.	Express valet laundry service is efficient.					
14.	Laundry staff is efficient.					
15.	The process of issuing and delivering laundry is simple and effective.					
	(4) **Maintenance**					
16.	All types of lights are functional in the room					
17.	All wall and ceiling coverings are in excellent condition with minimal wear and tear.					
18.	Well maintained fixture and fittings which is well coordinated with decor is installed.					
19.	Shower heads is in sound working condition offering adequate pressure and height					
20.	Room has functional					

	equipments. (e.g. tea coffee maker, hair dryer, electric shaver etc)					
21.	There is no sign of water leakage through walls and fittings					
22.	All the guest maintenance problems are rectified quickly in the hotel.					
	(5) Decor					
23.	Hotel has good structural and architectural design.					
24.	Hotel has excellent interior design with high attention to detail.					
25.	Rooms are spacious offering good space for seating, writing and sleep.					
26.	Bathrooms are spacious and well organised.					
27.	Hotel has good quality of floor coverings well coordinated with decor theme.(e.g. non slip, waterproof etc)					
28.	Excellent quality of comfortable lounge furniture in good condition is placed in lobby.					
29.	Hotel has good quality of furnishings, well balanced with the decor theme. (e.g. curtains, bed spread, cushions etc.)					
30.	Soothing and relaxing colour theme is used throughout the hotel.					
31.	Hotel entrance is quite exquisite and lavish.					

32.	Decor is simple, elegant and more practical					
	(6) Flower arrangement					
33.	Flower arrangements are suitably placed everywhere in the hotel.					
34.	Flowers arrangements are helpful in revitalizing the atmosphere in the hotel.					
35.	Flower arrangements look attractive in the hotel.					
36.	The flower arrangements are well balanced with the decor and theme.					
	(7) Other services -- • **Mini bar**					
37.	Good selection of appropriate mini bar items is available.					
38.	Mini bar items are affordably priced					
39.	Mini bar items are fresh and not expired.					
	Housekeeping Practises					
40.	The bed is nicely made during evening service.					
41.	A personalised welcome letter written by the General Manager/ hotel employee is there in the room upon arrival.					
42.	The cleaning procedure is well designed.					
43.	I see similar practices whenever I stay in same brand hotel in other cities as well.					
44.	Aromatic lamps with sleep oils are lit in the room during evening service for good sleep.					

No.	Statement					
45.	At the touch points of the room (i.e bed area, shower area & tea coffee area) personalised message/ write-ups are kept for the guest.					
46.	During regional festivals/ occasions, small takeaway souvenirs are kept in the room.					
47.	Greetings (e.g. Birthday, Anniversary wishes) are communicated to the guest through the room decor.					
48.	Single lady kit (safety pins, sanitary pads etc) or distress kit (T-shirt, sleepers, Bermuda etc) in case of lost luggage are provided on request					
49.	Hotel is well decorated as per the theme of upcoming festival /occasion					
	Pricing					
50.	Prices are quite affordable in the hotel					
51.	Hotel offers value for money					
52.	Pricing is appropriate and reasonable in the hotel					
53.	Other services (mini bar etc) are reasonably priced.					
	Customer satisfaction					
54.	I am having a pleasant stay in the hotel					
55.	I am likely to stay in the hotel again in subsequent travels.					
56.	I am likely to recommend the hotel to my friends and relatives.					
57.	I am satisfied with the services of Housekeeping department.					

58.	Guest requests are considered priority in the hotel					
	Organizational performance					
59.	The quality of product, services and programs are quite efficient in the hotel.					
60.	Hotel has the ability to attract guests.					
61.	Hotel has the ability to retain guests.					
62.	Advance bookings have to be done to get the rooms in hotel					

Section B (Demographic)

Age   :   Below 30 yrs   30 yrs- 40 yrs   40yrs – 50 yrs
                            50 yrs – 60 yrs   above 60 yrs

Sex   :   Male/ Female

Name of Hotel Stayed: ....

Type of Hotel stayed :   5 Star   4 Star   3 Star

Purpose of visit   :   Pleasure   Business Visiting Relatives / Friends
                             Others

 State of Residence   :   ....

Occupation   :   Govt Job   Corporate Job   Self Employed   Others

Annual Family Income: 2 to 5 Lakhs   5 to 8 Lakhs   8 to 11 Lakhs
                             Above 11 Lakhs

Thank you for sparing your indispensable time!

Appendix 2

LIST OF PUBLICATIONS & PAPER PRESENTATIONS

S.NO	TITLE OF PAPER	NAME OF JOURNAL / CONFERENCE	PUBLISHED DATE	ISSN NO/ VOL NO, ISSUE NO
1.	**PUBLISHED PAPER :** Impact of housekeeping services & practices with customer satisfaction and repeat business.	PRABHANDAN: INDIAN JOURNAL OF MANAGEMENT (under Scopus ratings)	August 2019	ISSN NO : 0975-2854 Volume 12 Issue no 8
2.	**PRESENTED PAPER :** Housekeeping services, customer satisfaction and repeat business: an empirical study	International conference on sustainable development and social innovation in business.	26th February 2019	Conference held at Chandigarh university
3.	**PAPER PRESENTED:** Constituents of Guest satisfaction and repeat business	Innovations, trends & strategies in hospitality tourism and food technology: Vision 2030	16th March 2019	Held at Maharishi Markandeshwar (deemed to be university) Mullana Ambala

4.	**PAPER PRESENTED:** Predictors of repeat business in hotel industry : mediating role of guest satisfaction	Volatile consumer behavior and marketing	19th April 2019	Held at Lovely professional university , Jalandhar